

Exhibit 32

Where Families Come First and Professionals Come Together”

MINUTES

City of San Diego
Family Justice Center Department (FJC)
Steering Committee Meeting

May 13, 2005

Meeting held at:

Family Justice Center
707 Broadway, Ste 700
San Diego, CA 92101

Mailing address is:

Family Justice Center
707 Broadway, Ste 700
San Diego, CA 92101

ATTENDANCE:

Members Present

Gael Strack
Jim Madaffer
Jeff Bowman

Staff Present

Kathleen Healey for
Andrea Freshwater for
Jill Schall for

Members Absent

Bill Lansdowne
Michael Aguirre
Bonnie Dumanis

For information, contact Jean Emmons, FJC Executive Secretary

Email: jemmons@sandiego.gov

619 – 533-6020

NON-AGENDA PUBLIC COMMENT – Wine & Breezes invitations handed out for FJC Fundraiser on May 22 at Petco Park.

CALL TO ORDER

Jim Madaffer, Chair, called the meeting to order at 12:20 p.m. and asked for introductions from all present. Motion made by Jeff Bowman to accept the minutes of last meeting, with a second from Jim Madaffer. Minutes of the February 18, 2005 Steering Committee meeting were approved and accepted.

FAMILY JUSTICE CENTER STEERING COMMITTEE MEETING

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ACTION ITEMS

ITEM -1: Governance Update – Draft was distributed to all present - “May 12, 2005 Governance Structure Options for the San Diego Family Justice Center and Other Communities Creating Family Justice Centers Across America.” Gael Strack reported that a sub-committee met on March 11, 2005, with Gael Strack, Dan Coffey, Andrea Freshwater, Lt. Healey, and Genaro Ramirez present and Judi Adams facilitating (draft notes from this meeting were passed out). The non-profit structure not feasible because of complexity of partners involved. JPA style will be on hold until possibility of regionalization countywide more probable due to finances. Current set up as city department working. Committee will revisit at some point, looking at FY 07. If committee met in October and recommended pursuing JPA, County process would start in December. Consider report to PS&NS. Mr. Madaffer asked Dan Coffey to check on need for committee report or docket it.

ITEM – 2: Strategic Planning Update – Long term planning for 5-year plan. Notes passed out from the January 25, 2005 Strategic Planning meeting. There are four years left on current lease. July 26 is the next strategic planning meeting at the FJC. DV, elder abuse detectives on-site and Children’s Hospital on board. Currently starting to incorporate teen relationship violence. Sexual assault will be next issue addressed with personnel here to focus on those needs.

Mr. Madaffer was in Sacramento and met with legislators on Wednesday. Discussion on tracking offenders and possibility of requiring them to renew CDL every year to keep up with their whereabouts. Dan Coffey to talk to IRD re a city opinion on taking a stance for or against.

Medical component at the FJC – have not replaced the forensic nurse yet. Conceivably, the FMU could work with the Fire Dept. (EMTs), Police Dept. (forensic unit), and the Elder Abuse Forensic Unit.

Protocol issues – the FJC Department is not in the current protocols. Need updating. What will be the FJC’s role in sexual assault cases and child abuse cases. Lt. Healey commented it would be easier once they are all at one site. There is an advantage to independent evaluation of injuries – defense can not claim it is tainted testimony because we had influence over the victim. Protocols need to protect the issues.. Dr. McClane is still the director of the FMU and it exists because of partnership with Sharp. Mr. Madaffer commented it appears that it needs to be at arms length. Ms. Schall agreed the testimony is looked to be more credible. Children’s

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Hospital already has the exclusive for treating San Diego children. North County has Palomar. Duplicating exam sites is very expensive due to costly special equipment. Ms. Strack related that exam rooms are already in place on the second floor at the FJC and Children's Hospital is already a partner here and a respect for confidentiality is in place. Is there a need to bring in a separate team to address continuing needs of the FMU? At one time there was a medical advisory board. Other medical facilities did not want to partner at that time. If you maintain the one-stop-shop approach, ideally the purpose is not to have to move the victim off-site. Should we revisit having other medical facilities involved? Revisit the FMU issues at the July 26 Strategic Planning Meeting

ITEM - 3: Membership - Who else needs to be involved on the Steering Committee? Motion made and passed to make the fire chief an official member of the Committee. Chief Bowman abstained from the vote. Will ask advice of Deputy City Attorney Chris Morris to make sure of procedure.

ITEM - 4: Sister Cities - The sister city idea has come up with so many locations wanting to partner with us and share info as they set up FJC's around the world. Should this be formal or informal? Suggestion of an exchange program was brought up. Anything with an expense involved would need to be tabled during this time of financial crisis. Travel only if grant money or training expense provided by other city. Mr. Madaffer stated existing ideas can be improved by video conferencing. Ms. Strack mentioned that England had sent people here to tour the FJC and meeting with partners. They will pay the expenses of invited FJC members to go there for grand opening of their center. As an informal structure, it is a good idea. Decided to have a proclamation from San Diego to take to Croydon, England.

ITEM - 5: Phase II - Charrette report passed out. The FJC currently covers four floors at 707 Broadway. The use of the Central Library site across the street depends on the construction of a new main library. The City is still seeking philanthropic donations to complete the projected cost of a new library (need \$35 million by end of July to break ground). We will still plan for Phase II and work with the Arts and Culture Commission. The FJC Foundation is working to raise money for renovation with a big capital campaign. Need to look at other options in the mean time and also have the Central Library building inspected, list made of renovation needs. Have all options well before our lease is up at 707 Broadway. Is there a need to hire a firm to look at long range plan? Other sites near courthouse? What else is available downtown? Mr. Madaffer mentioned that FJC needs to have CCDC involved. Ms. Freshwater brought up a

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possibility of acquiring location and parking in conjunction with the County. Need to put together a dream team to look at all the options and report back to the Steering Committee.

NEXT REGULAR MEETING -- September 9, 2005 at Noon

Meeting adjourned at 1:30 p.m.

Jim Madaffer
Chair

Exhibit 33



Steering Committee
Adhoc- Committee Meeting
March 11, 2005
(draft) Notes

Present: Gael Strack, Kathy Healy, Dan Coffey, Genaro Ramirez and Andrea Freshwater

Meeting Purpose:

To come up with recommendation for long term governance structure for the JFC to the PSNC Committee

Governance Options:

Stay the way we are – a city program

Become a 501 (c) 3

Joint Powers Authority

Today's Agenda

A. Overview of Options – where are today

B. Pros and Cons of each option

C. Any other resources needed to make decisions?

D. Decisions/next steps

plan
going

Other considerations to keep in mind as we

(1) FJC Phase II, the building of the new library is forward. There is a definite date and definite funds. This opens up the possibility for moving forward with mixed use at the old library building. The City would like to see whoever uses the building be able to pay for it, freeing up general fund use.

(2) The FJC has a foundation that has raised more than \$3 million and plans to raise funds for Phase II.

(3) Regionalization is going forward. North County has a center. South Bay applied for funding from OVW, didn't get it. Still plans for regionalization are going forward. East County is interested.

(4) When is the best time to think about changing the FJC's governance structure? Three years when the lease on 707 Broadway is up? Or sooner?

Recommendations based on discussion of Pros and Cons of each option (see below):

1. When issue becomes right, review JPA. Stay status quo for now – revisit annually in strategic planning process.
2. Revisit JPA issue when the lease is ending on 707 Broadway. We'll need space for police department as we bring on additional family violence services; consider additional space needs, additional support services. Imagine what additional personnel will look like and cost. Prepare for regionalization as indicated.
3. Eliminate any serious discussion about becoming a 501 (c) 3. Serious conflict of interest issues are inherent in this model

Next steps:

Review recommendations with department heads. If they concur, prepare presentation for PSNC Committee.

Discussion of Pros and Cons of each model:

City Department

Pros	Cons
No reason to change now. We have a foundation that can be used to raise funding which addressed the fact that sometimes foundations and donors are reluctant to give to a city department. Direct governance structure and a "huge posse" already in place. Hard for a city to compete with a foundation. Lots of city departments have formed their own foundations. Family violence is fundable; the public wants to help with these issues. Even if the foundation fails, the FJC goes on. Other City Departments (PD and CA) have to be antonymous – roles are clearer by separation and collaboration is a common goal.	Unclear as the benefits of JPA over City Department. If we change now, it will be unclear on exactly what our governance structure will be. Foundations don't like to give to cities.
Discussion: Can you maintain current level of funding? What about funding for Phase II and Regionalization? Answer: Foundation was formed to raise funds for Camp Hope, Phase II and the FJC, as it exists today. Victim advocates provide support through existing departmental systems.	
Recommendation: Revisit this issue annually	

Joint Powers Authority

Pros	Cons
Ties into regionalization; we'd all be doing things the same way. We have standard prosecution of cases but not delivery of services. There'd be a larger pool of money. There's some support for this on the board of supervisors. Financing – bonding authority and the city has experience.	It will be a lot of work to change to another model – it takes time, attorneys, consultants, money and energy. What funding with the City provide to the JPA? City not willing to take the issue of JPA forward if the county is not interested. Nothing in the works indicating interest exists now. Need a letter of intent to go forward. County is in a transition period due to some recent funding decisions related to the Court. There's going to be lots of expenses related to prosecution and courts over the next few years. Finances are going to be hard for the county in 2005-2006. Things will look better in 2006-2007 due to Proposition 1A kicking in.
Discussion: There is currently crossover in services; Could we move forward with MOUs instead of a JPA? How would we co-locate and share city/county resources? How can we collaborate with Family Protection Unit? City Attorney?	
Recommendations: When issue becomes right, pursue. Stay status quo for now. Revisit annually and certainly within five years when the lease is up on this building. We'll need space for police department as we bring on additional family violence services; consider additional space needs, additional support services. Imagine what additional personnel will look like and cost. Prepare for regionalization as indicated.	

501 (c) 3

Pros	Cons
Can do fundraising and write grants. Preference to giving non-profits vs. giving to government.	If foundation fails, FJC loses potential funding stream. Putting all departments under a single board of directors will create problems. City Departments have to be autonomous. Lose the heart and soul of collaboration if under one board. What's the mission then?
Discussion: Would it be a conflict of interest for steering committee to be part of the Board? What about fundraising issue? How do you keep things separate? Can City officials be on city time when working on a foundation? Things get blurry	
Recommendation: Eliminate any serious discussion about becoming a 501 (c) 3	

DRAFT

Governance Structure Options For the San Diego Family Justice Center And Other Communities Creating Family Justice Centers Across America

May 12, 2005

Over the past two years, the San Diego Family Justice Center transition team has struggled with the governance issue for the Center. This paper is intended to draw on the experience of existing child advocacy centers (CAC) across America and the experience of the San Diego Family Justice Center in identifying possible options for San Diego and other communities across America to consider. This paper is a working draft and will evolve over time.

Existing CAC provide the best analogy to the challenge facing the San Diego Family Justice Center and other Centers that will be created across the country in the years to come. CAC are multi-disciplinary service centers that bring together professionals from multiple disciplines to provide protection and services to victims of child abuse and neglect including law enforcement and prosecution. Other than CAC there are very few clear coordinated community response service center models that can be analogized to the new movement toward FJC.

In the final analysis, the unique strengths and weaknesses of each site will play into their ultimate governance model. While various communities may be attracted to different models, all FJCs should support the fundamental goal of multi-disciplinary, co-located services for victims of family violence. Such services should come from a variety of community partner agencies that bring a small number of staff to a single location even while maintaining the autonomy of each agency and the staff assigned to the FJC by each agency. Any governance approach must provide for this fundamental element of federally funded Centers. And any governance model selected should also be supplemented by a strong volunteer component that can supplement services regardless of governance structure selected.

It should also be understood that a governance structure may evolve into another approach after starting with one model. Some Centers, initiated under a local public agency, may begin with a very close financial relationship to a local government agency but may slowly move toward independence over time. Alternatively, a Center may start with a strong commitment to complete autonomy and independence but may find over time that a closer working relationship with local government is critical to its success and sustainability. If an FJC is governed by a community-based leadership or advisory board, the composition of that board may evolve as well as the organization and the partnerships it represents. As the organization matures and the role and function of the leadership

play powerful leadership and decision making roles in the site governance or steering committee that is created to oversee operations of the FJC.

Advantages: This model provides clarity of leadership and accountability. The role of the other community partners, as they join the vision, is focused on implementation and operations rather than ultimate authority issues. With central management and support services already in place in the public agency, decisions can be made quicker and responsible staff members held accountable more easily. This approach also maintains strong financial ties to local government funding, whether City or County government. If the local government funds the basic costs of the Center, there is a clear, long-term buy-in to the vision of the FJC. Community organizations can then join the vision, bring staff to the Center, and become allies in the effort to advocate for on-going support from local elected officials. The government agency can assist in providing office space and staffing support as the collaborative multi-disciplinary Center evolves. In San Diego, the City's Real Estate Assets Department, Data Processing Corporation, Police Department, Water Department, and Park and Recreation Department, all played critical roles in moving the FJC forward given its current status as a core initiative of City government.

Disadvantages: Such a model is dependent on a strong leader and if that person leaves office the Center could be in jeopardy. Long-term risks are enhanced if the FJC is linked to a political administration and a political successor does not support the vision. This model may also lack "buy-in" and ownership of key community-based agencies. Such agencies may perceive they are cooperating with the host agency and the host agency's vision rather than implementing a true community vision for a multi-disciplinary service center. Community partners may also want a strong voice in governance issues and may find they lack such a voice in the face of a strong government leader that wants to make his/her own decisions about critical governance issues. While such disadvantages can be overcome by developing a strong, collaborative implementation team, a single government official may make it difficult to develop broad community buy-in unless he/she is willing to surrender some level of control over time.

Discussion: This model can have many variations. The direction and leadership can be derived completely from the policy maker or elected official. Alternatively, the direction and leadership can come from a community board that oversees the activities of the Center much like an independent board would direct a non-profit agency even though the employees are employed and fiscal authority is actually managed by a public agency. Such a collaborative approach requires the elected official or policy maker to cede some level of authority in order for this board to have power to make decisions related to the FJC. In this approach, no new non-profit entity need be created but the public agency acts as a fiscal agent and essentially delegates operational authority for the Center to a community advisory board. Such a steering committee or board can then institutionalize decision making procedures that protect their long-term role in assisting in participating in day to day operations decisions.

Under this model, the direction and operation of the Center can reflect community priorities and values while the day-to-day operation is guided by an established

clear agreements on what financial support the public agency will absorb and what costs will be borne, ultimately, by the non-profit agency operating the Center.

This model may work best if only a small number of management employees are hired by the public agency while most on-site service provider staff members remain employed by their own individual partnering agencies. The larger the size of the staff and the more expense borne by the local government agency, the more difficult this model may be to administer. If, however, a Center owned its own building and had only a small management staff, this model could work extremely well. This approach may also form a better foundation for maintaining strong public safety personnel presence at the Center since it remains an entity staffed by public agency management personnel.

This approach may, at times, engender conflict between the non-profit agency board and the leadership of the host public agency that is actually employing the staff. The non-profit agency board in this model may feel empowered to act independently and the executive leadership of the host agency may give the board considerable latitude. But such independence may create conflicts down the road if the vision of the public agency leadership diverges from the vision of the community non-profit agency. Such a model works well as long as a clear, comprehensive operating agreement is put in place at the outset of the relationship. But if differences of opinion arise or concerns about management of the Center emerge, the host agency may assert their line authority over the staff of the FJC with predictable resistance by the board and community partners.

Such an approach will also require a long term funding strategy once the federal grant expires. Monies from private and public sources such as grants, donations, or other sources (i.e. victim compensation or insurance) will have to be identified. Many services of a Family Justice Center will not qualify for victim compensation or insurance reimbursement and therefore other support will need to be secured. In the absence of such funding, maintaining all on-site staff as government employees may not be viable to the local government entity overseeing the operation. In the absence of a reimbursement mechanism for local government, it may not be viable to ask local government to assume the long-term costs of a significant number of employees.

2. Local Government Department Model

Under this model, the FJC is established as a separate unique department within city or county government with an appointed department head and core governance and fiscal responsibilities managed by city or county employees assigned to the department. In this model, the entire Center becomes a department of local government and local government absorbs all responsibility for operating the Center including building relationships with community service providers. This model differs from #1 in that the District Attorney, Sheriff, or Police Department does not become the host agency. A new agency is created as part of local government to build a new governance structure on a clean slate even while using existing local government infrastructure to support the day to day operation of the FJC. Often this will require strong and active involvement and support from a County Board of Commissioners, Board of Supervisors, or City Council

and efficient ways to develop an FJC. Clearly, this model has worked well in San Diego since the creation of the new City department in December, 2004.

As this model evolves, more will need to be written about this approach. Without question, pursuing and obtaining a formal action by local government to institutionalize an FJC portends well for the long-term existence of the Center. Many issues, however, remain to be identified and addressed. Many local governments, for example, do not have a strong working relationship with community-based domestic violence agencies including domestic violence shelters. In the absence of a long-term, established working relationship with local advocates and survivors, local government governance of an FJC may alienate or fail to include community-based social service partners crucial to the success of an FJC. While this danger exists for any FJC site, models #1, 2, and 3 pose particular challenges in elevating the decision-making and leadership roles for community-based organizations within an FJC.

Both models #1 and #2 can be slightly modified to operate as public/private partnerships depending on the level of power and decision making delegated to community partners. The public/private partnership model is essentially the model that the San Diego Family Justice Center has evolved into over the past two years. San Diego began with a public agency driven host model (#1) in 2002. Today, the Center is a unique, separate City department (similar to model #2), but the San Diego Family Justice Center has developed strong private agency participation and fundraising support utilizing private, non-profit organizations. In this model, the FJC is managed by public agency employees, within an existing department or as a new separate public agency department, in collaboration with community partners. However, most service providers remain under the authority of their own organizations even while working at the FJC. With a public/private partnership approach, public funds for the core costs of the Center's facility and infrastructure are supplemented by private fund raising in the form of a single purpose 501c3 foundation or fundraising entity, which is specifically established for the purpose of supporting the operation of the public agency.

Such a foundation can be composed of persons of financial influence who do not necessarily need to understand the issues required to manage the Center, deliver services, and support victims of family violence. This hybrid approach enjoys all the benefits of the pure public agency model plus the fundraising and development capacity of a private non-profit agency. Some private sources of revenue, however, may still resist private fund raising efforts, seeing the public agency portion of the partnership as responsible for fulfilling the Center's responsibilities with public dollars. In the long run, conflicts could arise between the priorities of the fundraising foundation and those of the public agency or the community advisory board created to assist in guiding the Center. In the absence of strong, collaborative strategic planning, this model may lead to conflicts between the roles of the public agency, the Foundation, and the community partners.

3. Independent City or County Agency/Corporation Model

This new entity assumes responsibility for governance, philanthropic outreach, and future public and private funding for the Family Justice Center. This model places overall leadership and fiduciary responsibility on an independent Board of Directors and an appointed Executive Director for a new or existing non-profit agency. Such an approach can include creation of a Board with members from all participating community agencies or Board membership made up of business and philanthropic leaders, or a combination of both. This is the most common governance of CAC.

Advantages: This model uses an existing private entity or establishes a new unique entity created to manage the Family Justice Center. A new entity can be shaped and fashioned in order to obtain buy-in and support from as many constituencies as possible. It allows the Family Justice Center the independent authority to seek government and private grants and reach out for the support of private philanthropists. Governance and fiduciary responsibility are in the hands of a community board of directors in which all community partners, public and private can share. The Executive Director is responsible to the board; not another director or a single elected or appointed official. This model may maximize community ownership. If private or insurance reimbursement funding is available or can be developed to assist with sustainability, this model works well.

Disadvantages: This model reduces ownership on the part of government and elected officials. It also runs the risk of being lost in a sea of competing non-profits and charities. It may divorce the core mission of a Family Justice Center from the public safety function of government which may discourage participation from law enforcement, prosecution, and other government sponsored partners. It also requires establishment of a wide range of organizational support systems from accounting to human resources, to facility management. The new entity will need to establish benefits for its employees and establish accounting systems to manage the flow of cash in an environment in which the agency may need to expend resources for payroll, rent, utilities, travel, and other day to day costs well before grant funds or other resources are available in the agency bank account. Some FJCs which receive federal funding to begin their operations will find, after the conclusion of the federal planning and implementation grant, that the Center is without any long-term, committed financial partner and will face great risk to its on-going operation. If local government or private philanthropic support is still available, after the conclusion of federal funding, to fund the on-going costs of the Center, this model may work well in maximizing community ownership. But if such local support is not present, the Center could be forced to cease operations without adequate grant funding or private philanthropic support.

Discussion

In this model, one private non-profit agency oversees the Center and provides, at a minimum, general leadership for the planning and implementation of the Center. If the non-profit is an existing entity, this would generally mean the creation of a cooperative management agreement between the government agency obtaining the grant and the private non-profit agency tapped to administer the grant and provide leadership and oversight. In the CAC context, the executive leadership of the host agency is typically a

leadership models, of law enforcement and prosecution agencies who do not want to be that closely aligned with private non-profit organizations while performing their public safety functions.

In any variation of the private agency-driven model, the core staff for the FJC would likely work for the non-profit corporation under its general responsibilities for hiring the staff and serving as the fiscal agent. Again, no Family Justice Center has yet pioneered such a model so only analogies to existing CAC can inform consideration of this option. Many of the current FJC sites across the country are pursuing variations of this model, so we will have data on this model in less than a year.

Conclusion

There is little doubt that the developing national movement toward creation of Family Justice Centers across America is charting new territory in developing workable governance structures for such Centers. San Diego is leading the way with over two years of operating experience. Indeed, San Diego has not only become the national model for the movement but is learning lessons daily as the longest operating Family Justice Center in the country. With the exception of the child advocacy center movement, few criminal justice affiliated multi-disciplinary service centers exist to provide guidance to the governance discussion. Child advocacy centers however, have a limited number of community partners, a narrow service focus, and may have grants, medical reimbursement, crime victim compensation funds, and other funding available for significant portions of their operations. Family Justice Centers, on the other hand, have many non-profit social service agency partners with limited financial support (some of whom have traditionally competed for support) to begin with, coupled with many non-reimbursable public safety personnel primarily funded by local government, general fund revenues. The difference between child advocacy centers and Family Justice Centers, therefore, limits the value of the comparison.

Any approach that distances the FJC from local government will ultimately require long term funding from private sources such as grants, donations, or other sources (i.e. victims compensation or insurance). Many services of a Center will not qualify for victim compensation fund reimbursement or insurance reimbursement and other support will need to be secured. In the absence of such funding, maintaining on-site staff as government employees may not be viable to the local government entity overseeing the operation. But maintaining a close relationship to local government will tend to assist the FJC in its long-term sustainability goal.

The San Diego Family Justice Center is the only truly comprehensive multi-disciplinary family violence service center of its kind in the country today. In two years, it has moved through two of the models described in this paper. Yet, the lesson from San Diego is applicable to all future FJC sites. Numerous governance approaches are viable and any single approach may not be the long-term model for a particular community. Each community must be willing to pursue a particular governance approach but also be willing to re-evaluate, change, and adapt depending on issues and challenges which arise

Exhibit 34



THE CITY OF SAN DIEGO
MANAGER'S REPORT

DATE ISSUED: March 10, 2005 REPORT NO. 05-072

ATTENTION: Public Safety and Neighborhood Services Committee
Agenda of March 16, 2005

SUBJECT: Family Justice Center Department and Budget Update

REFERENCE: Family Justice Center Department, Manager's Report 04-261 dated
November 24, 2004, and Ordinance 0-19339 Adopted on November 29,
2004

SUMMARY

Issue(s) – 1) Should the City Manager authorize an additional clerical position to Family Justice Center for FY06?
2) Should the City Manager authorize the Steering Committee an additional 60 days to evaluate the FJC long-term governance structure?

Manager's Recommendation – 1) Approve the addition of one Public Information Clerk position to FJC's FY06 budget.
2) Allow the Steering Committee/Working Group an additional 60 days to evaluate and recommend the long-term governance structure for the FJC.

Fiscal Impact – \$15,132.56 to replace front desk personnel. Funds should be budgeted under the Family Justice Center's budget, Department 047, Fund 100 for FY06.

The balance of this Report is informational and no further action is required on the part of the Committee or City Council.

BACKGROUND

On November 29, 2004, the Mayor and City Council unanimously adopted Ordinance No. 0-19339 thereby creating the Family Justice Center (FJC) as a City Department. The Council also approved the allocation of four positions from the City Attorney's Office to staff the operations of the FJC, including: a Director, Manager of Client Services, Grants Analyst and a Senior Legal Secretary. Personnel and non-personnel expenses for these four positions in FY05 will be fully funded from a grant from the Department of Justice. Because of this grant funding, the City Attorney's Office received a salary savings of approximately \$250,000 in FY 2005. In

FY 2006, the associated funding for these four positions, estimated in November at \$473,876, would need to be transferred, subject to City Council approval, from the City Attorney's Office to the new FJC. The Ordinance also created a Steering Committee that serves in an advisory capacity to assist the City Manager and City Council with long range strategic planning and making recommendations pertaining to programs, priorities and the annual budget for the FJC.

At the November 29 hearing, the City Council further directed the City Manager to work on the following items:

1. Introduce the Ordinance to create the FJC Department.
2. Identify the five staff positions to be assigned and all current City costs associated with the FJC operations and report back within 60 days.
3. Work with City Department heads to coordinate all necessary transitional processes for creation of the department.
4. Convene the Steering Committee and all necessary stakeholders in order to: a) advise on the FJC operations; b) conduct a six-month study of alternative governance structures which may address the needs of the FJC more effectively in the long run; and c) return to PS&NS in 180 days with a report on the most viable and effective long-term governance structure for the FJC.
5. Include the FJC in the FY 2006 City Manager's Proposed Budget on a revenue neutral basis to the General Fund.
6. Appoint a Director.
7. Ensure that the City is indemnified by all community partners at the FJC; and
8. Ensure that any Meet and Confer obligations are addressed before final adoption of the Ordinance.

DISCUSSION:

Ordinance No. 0-19339 adopted on November 29, 2004 with the unanimous support of the Mayor and City Council. The Ordinance became final on December 29, 2004.

FJC Director and Staff:

On December 4, 2004, Gael B. Strack was appointed by City Manager Lamont Ewell to be the Director of the FJC. Subsequent to this appointment, the following personnel were transferred to the FJC: Jean Emmons, Executive Secretary; Kimberly Pearce, Client Services Program Manager; and Diana Monaco, Grants Analyst. In addition, Sergeant Robert Keetch continues to be assigned by the San Diego Police Department to work at the FJC as the Operations Manager.

The Personnel Department is currently studying the appropriate job classifications for Kimberly Pearce and Diana Monaco.

Effective February 11, 2005, the front desk clerk for the FJC was transferred back to the City Attorney's Office. The clerk was a full-time, bilingual support staff for the FJC who provided support for the City Attorney's Office, San Diego Police Department (SDPD) and on-site community partners. This position is critical to the day-to-day operations of the FJC in order to handle approximately 600 monthly clients who are seeking services; approximately 400 site visitors who are meeting with other on-site professionals; and responding to over 3,000 monthly calls for information and assistance. In light of this vacancy, staff has reviewed three possible job classifications that would meet the needs of the current duties for the front desk: Public Information Clerk, Word Processing Operator and a Clerical Assistant II. Some of the scope of the duties for the front desk includes: 1) understand the roles and responsibilities of 25 on-site partners; 2) review and understand court orders, subpoenas, discovery requests, and continued dockets, 3) ability to query computer systems and be familiar with penal code and civil code action, 4) ability to handle clients in crisis, 5) screens and routes information to jurisdictions concerning FJC operations and programs, 6) maintains log of statistics and parking validations, 7) handles parking vouchers, 8) explains FJC policies and procedures to general public and 9) familiar with community resources and shelters. As such, it is recommended that a Public Information Clerk be added to the FJC's FY06 budget. This position also needs to be temporarily assigned to SDPD until separate authorization to access criminal records is obtained for the FJC.

FJC Department FY06 Budget:

Item	Estimated FY06 (See Manger's Report)	Revised FY06	Explanation for Variance	
Salaries for Director, Client Services Program Manager, Dept. Analyst and Executive Secretary	457,631.00	447,525.46	Two positions decreased in salary due to reassignment. FY06 Savings - \$10,105.54	
Public Info Clerk	Similar position was budgeted under the City Atty. Office for FY05	52,857.96	Request this position be added to FJC. The FY06 NPE would increase by \$1,917.50.	
NPE for 4 existing	16,245.00	16,245.00	The NPE for FY06 is well below the standard	

positions			percentage used by FM to calculate a dept's FY NPE. The standard is 8%. In trying to reduce the budget, OFJC used 3.63%. This is 4.37% below the standard.	
IT Budget	65,000.00	56,260.00	OFJC implemented costs controls. FY06 Savings - \$8,740	
Total	538,876.00	572,854.10	Added position increases budget by \$33,978.10 but, above cost controls for NPE, IT and salary provides a decrease of \$18,845.54. Therefore, actual increase for FY06 is \$15,132.56.	

Added position increases budget by \$33,978.10 but, above cost controls for NPE, IT and salary provides a decrease of \$18,845.54. Therefore, actual increase for FY06 is \$15,132.56.

Steering Committee:

The Steering Committee was convened on February 18, 2005. In attendance were Police Chief William Lansdowne, Fire Chief Jeff Bowman, District Attorney Bonnie Dumanis, FJC Director Gael B. Strack, Rupert Linley represented the City Attorney and Dan Coffey represented Councilmember Jim Madaffer. Councilmember Jim Madaffer was appointed the Chair. The Committee discussed the FJC's staffing needs, budget, and task of identifying a long-term governance structure for the FJC.

A working group was designated to review two alternate governance approaches, other than being a City Department, that were listed in the City Manager's November Report: 1) a public benefit corporation administered through a community-based governance board, or 2) a joint powers authority between the City of San Diego and the County of San Diego. The working group includes Dan Coffey, Lt. Kathleen Healey, Assistant City Attorney Andrea Freshwater, Assistant Chief Genaro Ramirez and FJC Director Gael B. Strack. The working group will meet on March 11, 2005, to begin the governance approach.

The Steering Committee was provided with an update of the FJC major accomplishments, the FJC Foundation, and Camp Hope. In addition, the 2004 Charrette Report from the FJC and Arts & Culture Center was provided which identifies the downtown main Library as a potential site for the future permanent home of the FJC.

Indemnification of Community Partners:

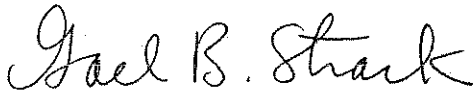
On-site partners are requested to sign a partnership agreement with the City of San Diego. Among other things, the partnership agreement includes an indemnification clause which holds

"harmless the City, its officers, employees and agents, from and against all liability, damages, expenses or costs of any kind arising from the negligence or misconduct of the Participating Partner's personnel, employees, invitees, volunteers or contractors." The Director of the FJC has been tasked to review and update all partnership agreements to this end.

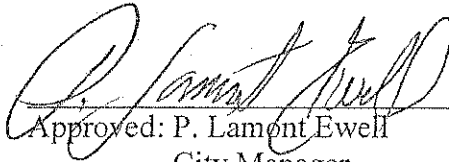
Meet and Confer:

Staff from the City Manager's Office met with MEA on November 23, 2004 and expressed their continued support and expects to be involved in any future modifications that impact MEA.

Respectfully submitted,



Gael B. Strack
Director


Approved: P. Lamont Ewell
City Manager

STRACK/GBS

- Attachment(s):
1. Ordinance 0-193339
 2. Manager's Report No. 04-261 dated November 24, 2004
 3. Steering Committee Notice/Agenda
 4. 2004 Charrette Report

Exhibit 35

**PUBLIC NOTICE
AND
AGENDA**

**CITY OF SAN DIEGO
FAMILY JUSTICE CENTER STEERING COMMITTEE**

**FEBRUARY 18, 2005
2:00 P.M.
FAMILY JUSTICE CENTER
707 BROADWAY, 7TH FLOOR
SAN DIEGO, CA 92101**

**COMMITTEE MEMBERS: IF YOU ARE UNABLE TO ATTEND THIS
MEETING, PLEASE CALL JEAN EMMONS AT 619/533-6020.**

(For information call Jean Emmons at 619/533-6020.)

CALL TO ORDER

COMMUNICATIONS (Limited to items not on the agenda. Each one will be limited to three minutes and is not debatable.)

ACTION ITEMS

1. Develop governance structure for the FJC Steering Committee
2. Review the FJC Steering Committee's scope of work
3. Identify the FJC Steering Committee's immediate tasks
4. Establish FJC Steering Committee's work plan
5. Identify next steps

INFORMATION ITEMS

ADJOURNMENT

Next Regular Meeting: TBD

This information is available in alternative formats upon request. To request an agenda in Braille, large print or cassette or to request a sign language or oral interpreter for the meeting, call the department representative at least five working days prior to the meeting to insure availability. Assistive Listening Devices (ALD's) are available for the meeting upon request.

Exhibit 36

Where Families Come First and Professionals Come Together"

MINUTES

City of San Diego
Family Justice Center Department (FJC)
Steering Committee Meeting

February 18, 2005

Meeting held at:

Family Justice Center
707 Broadway, Ste 700
San Diego, CA 92101

Mailing address is:

Family Justice Center
707 Broadway, Ste 700
San Diego, CA 92101

ATTENDANCE:

Members Present

Gael Strack
Bill Lansdowne
Jeff Bowman
Bonnie Dumanis

Staff Present

Rupert Linley for
Dan Coffey for

Members Absent

Michael Aguirre
Jim Madaffer

For information, contact Jean Emmons, FJC Executive Secretary
Email: jemmons@sandiego.gov
619 – 533-6020

NO NON-AGENDA PUBLIC COMMENT

CALL TO ORDER

Gael Strack, FJC Director, called the meeting to order. She explained that Councilmember Madaffer was out of town and had arranged for his representative, Dan Coffey, to be present. And City Attorney Aguirre would have Rupert Linley representing his office. Genaro Ramirez sat in for the District Attorney until Bonnie Dumanis arrived.

FAMILY JUSTICE CENTER STEERING COMMITTEE MEETING

February 18, 2005

- 2 -

-
- ITEM -1: Councilmember Jim Madaffer elected as Chair of the Steering Committee. Decision was made to form a sub-committee of staff members to meet and work on the governance structure options. Each member of the Steering Committee may appoint a representative to be part of this working group.
- ITEM - 2: There was discussion re Ordinance No. 0-193339 and its clarity and intent. Rupert Linley was asked to circulate a strike out version with his concerns to the Steering Committee members. A copy of the draft power point presentation for PS&NS on March 16 was circulated to all and budget, grants, parking, volunteers, staffing, Camp Hope, Community Partners, legislation, and Phase II were discussed.
- ITEM - 3: The immediate need at the FJC is for a bilingual receptionist at the front desk on the second floor. The City Attorney's Office had staffed that position with a Clerical Assistant II, however, she has been reassigned to the City Attorney's Office at Civic Center Plaza. The staff person filling this position needs to be authorized to run raps and check criminal case status, thus accessing computer systems needing clearance - law enforcement or attorney personnel. The receptionist is a vital part of the FJC, given the approximate 600 clients a month who come to the Center and the thousands of phone calls. Background checks are essential for security issues. Chief Lansdowne will look into what the police department can do. Gael Strack will look into addressing position in FY06 budget proposal.
- ITEM - 4: The Steering Committee will entertain a report from the working group after they have met. The FJC will be on the PS&NS agenda again on April 13 with the governance recommendation. The Committee will meet again on March 18, 2005.
- ITEM - 5: Report to PS&NS on March 16, 2005 by Gael Strack.
Review Ordinance No. 0-193339.
Working group to meet and consult outside experts re governance structures.

Jim Madaffer
Chair

f. conception

“Where Families Come First and Professionals Come Together”

MINUTES

City of San Diego
Family Justice Center Department (FJC)
Steering Committee Meeting

February 18, 2005

Meeting held at:

Family Justice Center
707 Broadway, Ste 700
San Diego, CA 92101

Mailing address is:

Family Justice Center
707 Broadway, Ste 700
San Diego, CA 92101

ATTENDANCE:

Members Present

Gael Strack
Bill Lansdowne
Jeff Bowman
Bonnie Dumanis

Staff Present

Rupert Linley for
Dan Coffey for

Members Absent

Michael Aguirre
Jim Madaffer

Other FJC staff and partners present: Judi Adams, Dr. George McClane, Diana Monaco, Jean Emmons, Lt. Healey (SDPD) and Mary Ann Stepnowsky from the City Attorney's Office.

CALL TO ORDER

Gael Strack, FJC Director, called the meeting to order. She explained that Councilmember Madaffer was out of town and had arranged for his representative, Dan Coffey, to be present. And City Attorney Aguirre would have Rupert Linley representing his office. Genaro Ramirez sat in for the District Attorney until Bonnie Dumanis arrived.

COMMUNICATIONS

Gael Strack welcomed everyone to this very historical meeting. This is the first meeting of the Family Justice Center Steering Committee. Thanked all present for their time, energy and commitment.

Gael Strack asked for introductions for the record and then announced that Judi Adams was present as a facilitator, working with the FJC as a result of a grant. She helped us the last three years at the FJC to provide a way to get through the agenda and we're hopeful we can meet our goal and get you out of here in an hour and a half

Good afternoon. I'm Genaro Ramirez, I'm a deputy district attorney and Chief of the Family Protection Division in the District Attorney's office. We prosecute all the felony domestic violence within the City of San Diego, all felonies outside of the City of San Diego, and also misdemeanor domestic violence outside the City of San Diego.

I'm Bill Lansdowne. I run the bed and breakfast here at the City.

Jeff Bowman, Fire Chief.

Dan Coffey. I'm the consultant to the Public Safety & Neighborhood Services Committee, City of San Diego representing Councilmember Jim Madaffer.

I'm George McClane. I'm the director of the Forensic Medical Unit here at the FJC, also an emergency physician at Sharp Grossmont Hospital.

Jean Emmons, Gael Strack's secretary.

Diana Monaco, Kathy Healey

Judi Adams – We will go through the agenda. Here today to clarify the roles and responsibilities of the FJC Steering Committee. Part I – answer the question, “What will be the governance structure for the Steering Committee?”

Jim Madaffer elected to be Chair of the Steering Committee.
Come back to see what agendas will look like.

Part II – “What is the scope of the work of this Committee?”

Part III – What are the immediate tasks?

Part IV – How does this Committee get its work done?

Gael Strack (GBS) – If I can jump in here, we do have a draft power point ready. The power point I am passing out now we could present at PS&NS. Page 5 – Steering

Committee: who's on it, when we are supposed to meet, and what is the scope? After re-reading the Ordinance and the Manager's Report about ten times I have definitely got clear guidance. Obviously we need to identify a Chair and the Chair of the PS&NS Committee, Jim Madaffer, was selected. We have the City Attorney, Police Chief, District Attorney, myself as the Director, and the Fire Chief. There is also room there to include other individuals from the community as part of the Steering Committee. The scope is typically to oversee the guidelines for the FJC and I think what the City Manager was definitely looking toward for this group to provide some leadership and guidance about the future direction of the FJC. Our vision has been clear. We want to have a facility that would include child abuse, domestic violence, elder abuse, sexual assault and teen relationship violence. We already have partners in domestic violence, child abuse and most recently elder abuse. It has been very exciting to see the growth. We are growing so fast that it is clear a permanent site is in order. We put together a working group that has been chaired by Lamont (Ewell), our City Manager. I will report on that as well. The scope is the operational, long-term planning, talking about what programs we need here at the FJC, what are our priorities, what are the staffing needs and what is our budget. What has come to our attention most recently is that we have lost our receptionist at the FJC. That came rather suddenly and now we need your guidance on how to resolve it. We are going through a number of ideas and brainstorming sessions. We have been working with our Community Partners to see if they would be willing to assist us. The challenge is that the reception area is a very important position. We have to do background checks and make sure that defendants do not come into the building and we can keep our staff safe. We have about 600 clients come in every month. We also receive between 200-400 site visitors a month. We have about 3000 phone calls a month. Needless to say, that position is crucial to the operation of the FJC. In our Evaluation Committee, we have determined about forty percent of the victims that come to the FJC are here because they have had contact with the police department. Our police officers are referring them here. The other clients are coming by word of mouth, friends, relatives, community partners, churches, you name it, they have found out about the FJC. They come from all over. Most of our clients are from, eighty percent, within the City. We have folks from Mexico, North County, East County, even other counties who have heard about the FJC and come for services.

Lt. Healey – Lt. Healey mentioned the safety issue. It is the policy of the FJC that suspects are not allowed on the premises. A suspect got in on Monday and was inside for an hour before the staff person in PD ran a background check. The receptionist needs to be someone who can run a criminal check on California records.

GBS – The other issue is we need someone who is bi-lingual. We have a lot of folks who are Spanish speakers. And to add to the security piece, as you know we have had folks who stalked victims here. We have had folks (defendants) who have delivered victims here. We have made seven arrests since we opened. People come in here with active warrants. We had one case where the defendant left court. The court had issued a restraining order. The prosecutor was watching, recognized him here and called the police and had him arrested. He was back in court within thirty minutes and he was jailed. As you can see, a court order doesn't mean too much so we have that situation as

well. I would like to brainstorm that issue with you, not necessarily right now, but it falls within the scope of the Steering Committee.

Chief Lansdowne – Who was the receptionist and what happened?

Jeff Bowman - What do you mean you lost? The position?

GBS - Well, as you know we have a number of positions at the FJC, the Director; Diana Monaco, Grants Analyst; Kimberly Pearce, Director of Client Services; Jean Emmons; and also Sgt. Robert Keetch who has been assigned by the police department to help us downstairs with those issues. The City Attorney's office had assigned a Clerical Assistant II, Abigail, to the reception area. She has been a receptionist for over a year I think. A decision was made to transfer her back to the City Attorney's office.

Bill Lansdowne - So the position didn't go away. It just left here.

GBS - Correct, it was reassigned.

We lost that background capability as well because she had that clearance.

Right, she had access to the records to the background check.

Lt. Healey - So what's happening now is that they have to call upstairs and talk to our receptionist who is overloaded with domestic violence and elder abuse and she has to stop

Jeff Bowman - Correct me if I'm wrong but I thought the staff report that was provided to the Mayor and Council and City Manager identified positions that were currently here operating in this department and were to stay here in this department. That was my recollection.

GBS - I did not find that language in the Ordinance or the Manager's Report but I do believe that was the intent. They are not going to replace her. So what we have done to find solutions is to utilize our volunteers with the SDPD but that doesn't help with the background checks because they don't have the authority yet to do that. We don't have our MOU's in place yet to designate say folks from the FJC to do the background check although we are definitely following up there. We are leaning as much as we can on our agencies. Jean and just about everybody has been at the front desk. to help out. The other thing is we are looking at other grant possibilities. We are hopeful but we are in a situation as the timing was so difficult right now. The City hasn't extra positions around to put into the FJC.

Chief Lansdowne - I've got lots of positions. I don't have a body. I'll see what I can do to get you someone.

GBS – That is the scope. We have our Chair.

Jeff Bowman – I want to back up here and go to staff report under Tab 5 in the documents you provided– maybe that is what I was thinking of. There's an action step in here I wonder if it was done. On the bottom of page nine, it says the City Manager, Police Chief and City Attorney recommend the following steps be taken to create this department. Number one is the Ordinance. Number two says direct the Manager to identify all staff positions to be assigned to the FJC Department from the City Attorney's Office and Police Department and all current City costs associated with the FJC and report back within sixty days. So sixty days ago did this position exist here and was that report actually done?

GBS - The report was done informally through our office and Financial Management. Page five (of draft PP) you can see what the projected budget was and what the current budget is and it looks like we are going to be under budget by about \$15,000. At that time we anticipated the position assigned by the City Attorney's office would remain at the FJC. Had we known then what we know today, we would certainly have advocated strongly to include a receptionist which is core to the FJC.

Jeff Bowman - Has the Manager approved the directive to release that person from this Department to the City Attorney's Department?

GBS – I believe it is the discretion of all departments to assign and that was before the Manager

Jeff Bowman - Well, number three says it is directing the Manager to work with us, to coordinate this issue. Maybe before we impose on Bill's budget and his attempt to get somebody maybe the action step should be to fulfill what it says to do and have us all meet with the City Manager and identify exactly what the language in here means and which positions are going to stay and which ones are going to go at this point. Frankly I remember very clearly that the intent was to keep the people that are here, here, after this department was formed.

Bill Lansdowne – Maybe Rupert can answer some questions. We lost one of our personnel that is key to our operation – the receptionist.

Rupert Linley – Who?

Bill Lansdowne – Abigail.

Rupert Linley – We haven't talked about it. We're down some secretaries.

Jeff Bowman – I'm down a whole bunch, too.

Bill Lansdowne - It is key to the operation and it's a security issue. It's the front desk there. The issue is two fold. One not only was she experienced but two she is bilingual. Finding a bilingual receptionist is very difficult.

Rupert Linley - check on that.

Bill Lansdowne – OK

Jeff Bowman - We're all short. I have begged to get clerical staff replaced.

Bill Lansdowne - We're down 120.

Jeff Bowman - Can't top that.

GBS – OK. Any action plan?

Jeff Bowman – I think this group should meet with the City Manager's office and identify what staffing levels were intended to be here and either they are or aren't, but I think the Manager's office should be involved in this decision.

GBS – infrastructure we are working on right now, addressing the needs for a receptionist which we discussed. The other is to make a recommendation for the FJC long-term governance structure. And after working through those issues ... one thing we were supposed to do and report back in 180 days. We tossed around the idea of the best way to do this. Here's some things that are pressing. We're supposed to report within 180 days. We have two dates set for PS&NS – one is on March 16 when we are supposed to report to the Committee about the FJC, how we are doing, our update and staffing and budget. Then we are supposed to go back on April 13 with the governance recommendation. The way I understand it is that this Steering Committee is to make a recommendation as to the long-term governance structure. Then we submit that to PS&NS and then it ultimately goes before the Manager and the City Council. The question is, how do we go about doing that. One suggestion is that we designate people from our staff to work on a sub-committee, a working group, to identify the different structures which we already have as part of this power point, three different structures, identify the pros and cons of each one and make a recommendation to this group. The only thing I would ask is that we could think about meeting within 30-days so we can keep within the time line and move forward.

Bill Lansdowne - I think that's a good recommendation. When you said the operative word "work" I think the sub-committee is the one to do that.

GBS – If we divide and conquer this is very doable. We have also been trying to identify experts in the field. And this is their specialty whether it is joint powers authority or the city government or non-profit. So the working group can meet with outside experts to help us think this through one more time so we are confident we are going through the right road. So is there a motion to do this?

Bill Lansdowne – I would be delighted to make the motion to do that.

GBS – I understand the motion is to form a sub-committee or working group to look at the long-term governance structure of the FJC and that we would reconvene with a recommendation within 30-days, more or less, and then this Committee would make a final recommendation to PS&NS and then we should be ready for the hearing on April 13.

? - Second.

GBS - And then we will follow up with everyone to find out who in the office very good. We have another check.

Dan Coffey – We didn't want you to have to come to the Committee (PS&NS) on the 16th with both your budget and your structure because I know the budget probably is will be a little simpler so we split it up – do the budget the 16th and then give you a little time to work on the structure and come back a month later. We also have other issues we are dealing with as well.

GBS – Take a quick look at the PP (handout) and see what I plan to report on on the 16th. We were asked to give a report on the FJC and how we are doing. Lots of exciting things we are doing but suggested we keep it short and brief. We're highlighting the best of the best for 2004. Ultimately the opening of the second floor was a big deal to us because as we saw in the first two years at the FJC we were seeing a lot of children who were coming through our doors and they were receiving no services. That became a high priority for our community. That was addressed when we opened up the second floor. We also brought in the San Diego Deaf Mental Health Services. The Foundation is on-site now. We also have the Elder Abuse investigators which have been a tremendous asset. We also have brought the Domestic Violence Response Team here and Child Protective Services. I have some stats on how many clients have come through our doors. We haven't been able to update all the stats but as you can see we are close to about a 1000 folks coming through the FJC, close to 600 clients and the rest are site visitors. We have folks from all over the United States and different countries visiting almost on a daily basis. We try to manage it by having a monthly open house and have been averaging 10-20 each month. As you can see with our volunteer pool we have over 13,000 and that has already saved the City about \$200+ dollars. Awards and recognitions this year - #1 we have been declared the "high performing team" by our City Manager. And from the National League of Cities, we received the Gold Medal Award for Municipal Enrichment. Client satisfaction - we developed an evaluation committee and we did a number of focus groups with Judi Adams and other therapists who helped us with that. Overall we are receiving very high marks from victims seeking services. They like what we've done as far as what we have done. We have caring, committed people providing services in a very non-judgmental way. One quote, "After going from the 6th to the 7th to finally the 2nd floor to find the FJC but after arriving I was utterly flabbergasted. The entire process was family-friendly, organized, professional, yet nurturing and caring. Everyone treated me with dignity and respect. They even fed me and thought about my children who were not even at the center. Why hasn't this benefit been available to us

before.” Another client, “What took you so long to get here?” and one other, “Tell the police chief he’s got it going.”

As far as grants, we’re purchasing computers and equipment through a Waitt grant that we received last year. We also have a \$35,000 grant that we should have received a check in January but I’m sure the check is in the mail. Jerome’s most recently donated in-kind furniture in the amount of \$10,000. We submitted an OVW grant in the amount of 1.5 million and I want to thank Mary Ann who is here as she did a lot of the work. I want to thank Rupert because he helped get our first signature on the MOU and made sure that everything went smoothly. In the works, we are working on three other proposals, Blue Shield, California Endowment and California Wellness. Blue Shield could be potentially \$500,000 over two years. California Endowment initially gave us \$500,000 to start us off. I don’t know if they are going to be that generous again but we are going to try. California Wellness funded Judi for three years at \$60,000.

Bonnie Dumanis - Are you going to do a budget for the FJC....essentially with grants?

GBS – We have Diana Monaco here. She can run through our entire budget but ... page five we have our budget. It breaks down into different categories. This budget represents the staff – essentially four people. Initially projected when we went to city council it would be approximately \$473,000. After all was said and done we are going to be at \$443 (thousand). NPE (Non-Personnel Expense) we projected at \$16 (thousand), it’s going to be a little higher. We are working with FM and using a standard eight percent for a new department. We also added on an additional \$4,000 for food because we lost some funding through CDBG money and we had to pick up our food budget. As you know we provide food for the clients who come here to the FJC. A lot of them come here very hungry, haven’t had anything to eat, and before we can provide services, we have to deal with the crisis at hand.

Dan Coffey - You lost it from last year’s CDBG allocation or what happened?

GBS – Yes, Initially we had \$100,000 allocated to the FJC. Through budget cuts we lost \$25,000. We used up the money from CDBG for our Community Partners and also a volunteer grant coordinator. Initially when we didn’t have any volunteers and now we have 61 volunteers and that takes a lot of time, energy, and supervision.

Dan Coffey – I know what the process is for us for our organizations to submit applications to the city, what about city departments, do you have to go through the same approval process and ranking as everybody else?

GBS – Yes.

Dan Coffey – OK. When do you expect to hear back?

It could be three months (?????)

GBS – To continue on the budget. What's not included here is the lease for four floors, parking and utilities. That's a little over a million dollars a year.

comments made re parking costs

Bonnie Dumanis – That parking is for employees or for the public?

Diane Monaco – Part of that is for employees. The bulk of that parking is going to validating for victims who come in and for volunteers.

Dan Coffey - I know we have a lot of city buildings downtown. Did you work with Real Estate Assets for trying to identify some city space downtown.

Diane Monaco – City owned buildings are full.

GBS – The first owner of this building was very sympathetic and very helpful and was very generous with discounts on parking because they believed what we were trying to do was very important. The second owner was not so generous and we are now on our third owner. Of course, parking costs have skyrocketed.

Diane Monaco – City employees pay up to \$65 a month for parking. FJC pays the difference because we don't own this facility. The Parkade is just \$65 a month.

GBS – Any other questions about the budget? Going back to updates. Camp Hope is going into its third year. Two hundred children have gone through the program. This year the Waitt Family Foundation has helped with the Mentorship Program. Camp Hope provided wonderful opportunity but no follow through. Waitt Foundation provided additional funds so we are now working with thirty-one of our campers from the first two years. We will be breaking ground in September. The Foundation has raised nearly three million dollars both in cash and in-kind donations.

Then we have Phase II – looking at the library. The Working Group started in March of 2004. There was discussion about the new library and what was to happen to the old library building. Arts & Culture Commission needs space and the FJC is looking for a permanent site to house all the community partners on site. The Working Group is chaired by Lamont. A huge charrette was held. Core people attended and gave their ideas. We have a report, about sixteen findings, and they feel the library would be a good fit as well as the partnership with the Arts & Culture community. They will continue to seek alternative sites as well. We have not moved forward with the charrette report to either PS&NS or City Council. This Steering Committee could say when and how to move with respect to the charrette report.

We also have new legislation that Jim Madaffer has agreed to help with and also Brent Eidson with Governmental Relations. AB 2010, found an author. Alameda County came up with a bill that adds \$2 to copies of birth certificates, marriage licenses, death certificates with the new funding stream to support family justice centers. They didn't

include San Diego County. We have been talking to County people to see how we could move that forward. And we are looking at federal funding through appropriations.

As far as Regionalization, the North County has opened a center. It's not as big as San Diego but it has a wonderful referral system whereby they connect clients with needed services. South Bay is in the works. Bonnie Dumanis is here if you have questions about those areas.

The President's Family Justice Center Initiative has generated and excited the country. Although only 15 sites received the grants, there are about 50 sites that are going forward trying to create a family justice center. In California alone, Riverside (building 3 centers), Anaheim (under Chief Welter), Orange County group submitted a grant under guidance of Judge Iles, also group from South Bay in Los Angeles, Fresno and the first one in California – San Jose. (started when our police chief was there)

Bill Lansdowne - I wanted to ask a couple of questions re staffing. I know we've lost one of our sergeants who became the president of our POA. Lt. Healey mentioned the Unit was down a couple of detectives, plus three on industrial leave and one on military leave. There will be an academy out in May. Chief will replace the detectives.

Rupert Linley - We're OK as far as deputies. We are down support staff and keep shifting them around. Of course, Abigail's position. We're down two attorneys and have one attorney on maternity leave.

GBS – Do we want to identify staffing and have a list of folks?

Dan Coffey – Help to put together a list of people you have now as opposed to people you started off with. The people here know but I don't think the Council knows how much is done here and your 3000 calls a month and people coming in from all over the county and referrals.

GBS - We do have 25 community partners on site plus 20-25 off-site partners.

Bonnie Dumanis – What do they do for the budget? Presentation before the Council.

Dan Coffey – Budget comes before the Council in May but we like to see more what the departments' priorities are for more of Council policy related issues. So when the budget comes out we have more of an in depth understanding what the needs are and then we don't find out what the revenue is until we get into May.

Bonnie Dumanis – So the FJC will prepare a budget and then submit it to the City Manager?

Dan Coffey – If they haven't done that already.

Diana Monaco – Submit the budget to Financial Management. In May to Council.

Rupert Linley– Can we get a copy of the budget?

GBS – On the power point on page 5, we have projected the budget for FY 2006.

Discussion by staff of budget.

GBS – When we meet again we'll have that complete.

Request to send the spread sheet to Steering Committee members.

Staff comments. Not picked up on tape.

GBS – We received clear direction from the Mayor and Council to stay within the budget that was in place but if everything stayed the same it would have worked out but we have to figure out where we are going to go from here (re reception).

GBS – If we set our next meeting in about 30-days. The governance working committee can have time to meet before then. And then we can be ready for our meeting at PS&NS.

Dan Coffey – The agenda for the Committee usually comes out a week before hand. So we'll need the report by then. Manager's Report is done before then.

GBS – This is very doable to present in a power point. We need time to reconvene, make a recommendation and get a report to you a week before the PS&NS in April.
Shoot for March 18 at 2 p.m.

Rupert Linley – I suggest looking at the ordinance, Section 2201, take a look at and tighten it up, make it true to what the intent was.

GBS – The process was circulated before hand and Councilmember Madaffer did make some changes. I need some more direction at what the Committee would like us to do.

Bonnie Dumanis – We can take a look at them.

Circulate any proposed changes the Committee might want to recommend.

Dan Coffey - Manager's Report refers to identifying two alternative governance structures, a public benefit corporation or a JPA. Is that what you are referring to?

Rupert Linley - No, I was talking about the ordinance, the last three sections of the ordinance. Sections 2201, 2202, 2203.

Bonnie Dumanis – Why don't you circulate your thoughts to the Steering Committee to take a look at.

Rupert Linley – Sure.

GBS – To close that loop, do we want to look at those suggestions revisions at the next meeting in March? Or?

Rupert Linley - Sooner rather than later. If we're going to recommend a governance structure we need to consider at the same time whether we need to make any changes.

Bill Lansdowne – What is it that you think is wrong?

Rupert Linley – Beginning with the first section, the definitions are not exactly clear as to what the FJC is going to do and that's what the Steering Committee could have a hand in. Referring to the department as a collection of agencies is not exactly accurate. In the second section it refers to deputy city attorneys as city personnel authorized in the department which isn't accurate. Those are my major concerns.

Bill Lansdowne – They just need to be better defined.

Dan Coffer – The report at PS&NS can be more a status report.

Jeff Bowman – I have no problem with it. If Rupert can do a strike out version and circulate it to all Committee members.

March 18, 2005 – Next meeting.

No public comment.

Exhibit 37

T 22
11/29/04
#52

CLERK'S FILE COPY

(O-2005-61 REV.)

ORDINANCE NUMBER O- 19339 (NEW SERIES)

ADOPTED ON NOV 29 2004

AN ORDINANCE AMENDING CHAPTER 2, ARTICLE 2,
DIVISION 18 OF THE SAN DIEGO MUNICIPAL CODE BY
AMENDING SECTION 22.1801(b) AND AMENDING
CHAPTER 2, ARTICLE 2 OF THE SAN DIEGO MUNICIPAL
CODE BY ADDING DIVISION 22 AND SECTIONS 22.2201,
22.2202 AND 22.2203, ALL RELATING TO THE CREATION
OF THE FAMILY JUSTICE CENTER DEPARTMENT

WHEREAS, on October 10, 2002, the City Attorney's Office and the Police Department,
along with over 24 public and private agencies, opened the San Diego Family Justice Center at
707 Broadway in downtown San Diego; and

WHEREAS, the San Diego Family Justice Center is the most comprehensive facility of
its kind in America, providing "one stop shop" services to victims of domestic violence and their
children; and

WHEREAS, each day over 120 child abuse and domestic violence professionals and
volunteers provide services to victims of family violence and sexual assault at the Family Justice
Center; and

WHEREAS, each month the San Diego Family Justice Center provides services to 600-
800 women, men, and children; and

WHEREAS, as part of the healing and therapeutic services offered by the San Diego
Family Justice Center, the Center has developed a camp for victims of domestic violence and
their children; and

WHEREAS, Camp Hope is the first camp of its kind in the country to focus on victims of child abuse, victims of domestic violence, and at-risk children; and

WHEREAS, the San Diego Family Justice Center (including its camping initiative, Camp Hope) has quickly become a national model; and

WHEREAS, in October 2003, President Bush announced the President's Family Justice Center Initiative to create Family Justice Centers across America modeled after the San Diego Family Justice Center and its related programs; and

WHEREAS, over the next two years, the United States Department of Justice, with strong bi-partisan support from Congress, will fund fifteen sites with approximately \$20 million already authorized for the national initiative; and

WHEREAS, in June 2004, the Office on Violence Against Women in the Department of Justice awarded the San Diego Family Justice Center Foundation a grant of \$1.6 million to provide training and technical assistance to the fifteen federally funded Family Justice Center sites over the next two years; and

WHEREAS, the City Attorney and Police Chief have been working in partnership with District Attorney Bonnie Dumanis, Supervisor Pam Slater, and Sheriff Bill Kolender to develop a strategic plan to facilitate creation of Family Justice Centers throughout the County in furtherance of a Regional Family Justice System for San Diego County that coordinates services for victims of domestic violence, child abuse, elder abuse, and sexual assault; and

WHEREAS, because the organization and operation of the San Diego Family Justice Center is independent and unique from all other functions of the City Attorney's Office and in order to carry on with the considerable investment made by the City and assure continued benefits to the citizens of San Diego realized from the Family Justice Center, the Chief of Police,

the City Manager, the Fire Chief, and the City Attorney are jointly proposing to establish a new City department to continue with the management, operations, and future development of the San Diego Family Justice Center; NOW, THEREFORE,

BE IT ORDAINED, by the Council of the City of San Diego, as follows:

Section 1. That Chapter 2, Article 2, Division 18, Section 22.1801(b) is hereby amended to read as follows:

§ 22.1801 City Departments

- (a) [No change in text.]
- (b) The following are the departments of the City of San Diego within the meaning of the Charter and ordinances of said City:

Auditor and Comptroller

Citizens Assistance and Information

City Attorney

City Clerk

City Council — District 1

City Council — District 2

City Council — District 3

City Council — District 4

City Council — District 5

City Council — District 6

City Council — District 7

City Council — District 8

City Manager

City Retirement

City Treasurer

Development Services Department

Engineering Department

Executive Services Department

Family Justice Center Department

Financial Management

Fire

General Services

Intergovernmental Relations

Library

Mayor

Neighborhood Code Compliance

Park and Recreation

Personnel

Planning

Police

Purchasing

Real Estate Assets

Risk Management

Waste Management

Water Utilities

(c) [No change in text.]

Section 2. That Chapter 2, Article 2, of the San Diego Municipal Code is amended by adding a new Division, and new Sections 22.2201, 22.2202, and 22.2203, to read as follows:

Division 22: Family Justice Center Department

§ 22.2201 Family Justice Center Department

The Family Justice Center Department is a City department. The department is a collection of public agency and social service agency organizations collaboratively brought together under the executive management of the City to fulfill a community need for "one stop shop" services to victims of domestic violence and their children.

§ 22.2202 Director of Family Justice Center Department

The Director is the administrative head of the department and shall be selected by the City Manager. The Director shall be the appointing authority of all City personnel authorized in the department through the normal annual budget and appropriation process of the City, with the exception of: any Deputy City Attorneys who shall be appointed and serve at the pleasure of the City Attorney, and any employees classified by the City to serve under the appointment, direction, and supervision of the Chief of Police.

§ 22.2203 Family Justice Center Steering Committee

The Family Justice Center Steering Committee shall consist of the Director of the Family Justice Center, the City Attorney, the Chief of Police for the City of San Diego, and the current Chair of the Public Safety and Neighborhood Services Committee of the City Council. The San Diego District Attorney shall also be invited to participate. The Family Justice Center Steering Committee members or

their designees shall meet periodically, but no less than once a quarter, to develop and oversee the operational guidelines for the Family Justice Center, and to make recommendations to the City Manager and the City Council for development of a Long Range Strategic Plan for development of the Family Justice Center, and to make recommendations pertaining to programs, priorities, and the annual budget for the Family Justice Center.

Section 3. The City Manager is directed to take those steps required to expeditiously establish the Family Justice Center Department as a managerial department, including but not limited to, the following:

1. Identify all staff positions to be assigned to the Family Justice Center Department from the City Attorney's Office and Police Department, and all current City costs associated with the Family Justice Center operation and report back within sixty days;
2. work with the City Attorney, Police Chief, the Municipal Employees Association, and other City department heads to coordinate all necessary transitional processes for creation of the Family Justice Center Department;
3. work with the Police Chief, Fire Chief, Public Safety and Neighborhood Services Committee Chair, City Attorney, and District Attorney to establish the Steering Committee to assist the Manager in overseeing the Family Justice Center Department;
4. include the Family Justice Center Department in the FY2006 Manager's Proposed Budget; and

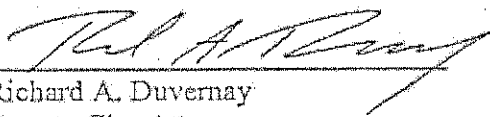
5. work with the City Attorney and Police Chief to appoint an Acting Director for the Family Justice Center Department and initiate a selection process for a permanent Director after the formal adoption of this ordinance.

Section 4. That a full reading of this ordinance is dispensed with prior to its final passage, a written or printed copy having been available to the City Council and the public a day prior to its final passage.

Section 5. That this ordinance shall take effect and be in force on the thirtieth day from and after its passage.

APPROVED: CASEY GWINN, City Attorney

By


Richard A. Duvernay
Deputy City Attorney

RAD:SHS:jab

11/02/2004

11/16/2004REV.

Or.Dept:Atty., Police, Fire, Mgr.

O-2005-61

I, CHARLES G. ABDELNOUR, Clerk of the City of San Diego, California, hereby certify that this is a true copy of papers on file and of record in the office of the Clerk of said City.

CHARLES G. ABDELNOUR, City Clerk

By

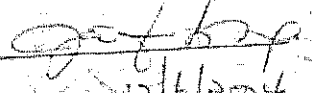

Deputy
Noted 12/6/2004

Exhibit 38

November 15, 2004

REPORT TO THE HONORABLE
MAYOR AND CITY COUNCIL

SAN DIEGO FAMILY JUSTICE CENTER DEPARTMENT PROPOSAL

INTRODUCTION

The San Diego Family Justice Center opened on October 10, 2002, with unanimous support from the Mayor, City Council, City Attorney, City Manager, Police Chief, Fire Chief, and over forty community organizations. Supporters included the County's entire Congressional delegation and state legislative delegation. The Family Justice Center (including its camping initiative, Camp Hope) has become the most significant and comprehensive public safety initiative addressing domestic violence in the history of San Diego. Law enforcement, prosecution, intervention, and prevention services are now available under one roof to address all aspects of family violence incidents.

Since its inception, however, the San Diego Family Justice Center has not had a formal governance structure. It has been managed and supervised by the City Attorney, the Police Chief, and the Real Estate Assets Department. Using a public/private partnership model, the Center has also built relationships and alliances with a host of non-profit public and private agencies. These relationships are largely informal and are based on partnership agreements and Memorandums of Understanding. With the rapidly expanding scope and stature of the Family Justice Center on a local, state, national, and international level, we are proposing to codify the San Diego Family Justice Center into the City's Municipal Code in order to develop a collaborative governance structure and bring all funding aspects of the Center under the authority of the City Manager. We are also proposing the creation of an Executive Committee that will assist the City Manager in the operation of the Family Justice Center.

OVERVIEW

The San Diego Family Justice Center has become a model for the nation with the creation of the President's Family Justice Center Initiative in the fall of 2003. In July 2004, the United States Department of Justice completed a competitive selection process

and chose 15 communities to serve as sites for Family Justice Centers with San Diego serving as the demonstration site. Over 170 communities in the nation competed to be one of the first 15 communities in America to develop Family Justice Centers with federal funding. In August 2004, the San Diego Family Justice Center Foundation hosted the kick off Conference for the President's Family Justice Center Initiative and showcased the San Diego Family Justice Center. In addition, San Diego has been contacted by numerous jurisdictions throughout the United States who are moving forward with Family Justice Centers without federal funding. San Diego has, without question, become the national initiative and the growing national movement.

On a local level, there has been a grassroots push for regional Family Justice Centers to assist victims of domestic violence and their children. In response to the demand, the County of San Diego has begun a regional planning process designed to create specialized Centers around the County within the next five years. The vision is for a network of specialized Centers with the City's downtown Center playing a central role in working collaboratively with each of the smaller Family Justice Centers in the County.

Since being featured on the Oprah Winfrey Show in January 2003, and receiving national and international media attention, the San Diego Family Justice Center has hosted site visitors from forty seven (47) states and twenty-nine (29) countries. We are currently developing sister city relationships with: the Canadian cities of Edmonton, Calgary, and Toronto; with the Gold Coast of Australia; and with the cities of Croydon and Lancashire in Great Britain. Each of our sister cities has planning processes underway to develop Family Justice Centers modeled after the San Diego Family Justice Center.

Camp Hope, as well, has garnered attention from across the country as the first dedicated camping facility of its kind in America for victims of child abuse and family violence. The planning for permanent buildings at Camp Hope is currently in the project design phase and initial environmental review has begun at Lake Sutherland, a City-owned reservoir, the site for the main Camp Hope facility. The City's Water Department, under the leadership of Larry Gardner and Frank Belock, is playing a crucial role in working cooperatively with the Family Justice Center to help make Camp Hope a reality. In the first two years, over 200 children have been able to experience Camp Hope. Children participating in Camp Hope have come from the Family Justice Center, domestic violence shelters, child abuse treatment facilities, and transitional housing facilities for domestic violence victims and their children. With a generous grant from the Waitt Family Foundation, Camp Hope children will also be receiving long-term support and mentoring. Funds for the operation of Camp Hope for the last two summers have been raised by the San Diego Family Justice Center Foundation through private donations from individuals and corporations.

The San Diego Family Justice Center has benefited greatly from the support of the San Diego Family Justice Center Foundation. The Foundation, a private non-profit 501c(3) corporation, was created to fund the day-to-day operation of Camp Hope, the long-term capital needs of Camp Hope, to support the Family Justice Center operations, and to ultimately assist with the long-term capital needs of the Family Justice Center. The Foundation is led by Executive Director Sharon Smith and a diverse Board of community leaders. The Foundation has become a critical community partner in the Family Justice Center and currently maintains office space on the 7th Floor of the Center at 707 Broadway. The Foundation has raised over \$4 million for the operation and development of Camp Hope in the last 15 months. It has also raised significant funds for and public awareness about the Family Justice Center

The San Diego Family Justice Center also has been enriched by the Volunteer Program launched in January 2003 by the San Diego Police Department. The Volunteer Program supports every aspect of the Center's operation. Over sixty volunteers, including Chaplain Assistants, provide daily help to the professional staff of the Center. They are a dynamic group of committed and caring individuals who have collectively donated 13,502 hours. Using the 2002 national average hourly wage of \$16.54, the City of San Diego has received \$223,323.08 worth of volunteer services. As the Family Justice Center expands and the demands for its services grow, more volunteers will be recruited. Volunteers are crucial to sustaining the operations of the Family Justice Center and Camp Hope in the years to come.

Most recently, the Mayor and City Council unanimously authorized a five-year lease for an additional 12,000 square feet of space for the Family Justice Center at 707 Broadway. The new second floor has allowed for the addition of much needed services for victims and their children. The new services include a program for disabled domestic violence victims, a night legal clinic, and a Children's Program. The new Children's Program is a partnership between the San Diego Family Justice Center and the Chadwick Center at Children's Hospital. In just two months of operation, positive results are already evident. Jackie Dietz, the Director of the Chadwick Center's Family Advocacy Project reports that what previously took a week or more, now takes one afternoon. Clients can meet with attorneys, obtain valid protective orders, receive medical attention, and benefit from crisis counseling. Children coming into the Family Justice Center can now receive comprehensive advocacy services through trained child trauma counselors.

In the last 24 months since its inception, the San Diego Family Justice Center has served 9,749 victims of family violence and their children. Volunteers and staff have received 52,678 phone calls on the Center's toll free information line (866-933-HOPE). The Center has hosted 8,477 site visitors from around the world. The San Diego Police Department has handled 19,830 domestic violence incident reports. The City Attorney's Domestic Violence Unit has handled over 8,000 cases. Presently, over 120 family violence professionals, including the entire Police Department's Domestic Violence Unit,

the entire City Attorney's Domestic Violence Unit, and over 23 non-profit agencies, work together every day to provide services to clients from across the City.

Listed below are the agencies that are currently housed at the Family Justice Center or are in the process of moving into the Center. These organizations support the operation, goals, and objectives of the Family Justice Center and collectively enhance the service delivery effort for victims of family violence within the City of San Diego:

1. Adams and Adams Consulting (Strategic Planning)
2. Adult Protective Services
3. Cal Western Law School – Legal Internship Program
4. Camp Hope
5. Center for Community Solutions (Restraining Order Clinic/Shelter Services)
6. Child Protective Services
7. Children's Hospital – Chadwick Center
8. Home Start
9. Department of Defense Military Liaison (Navy and Marine Corp)
10. President's Family Justice Center Initiative, Technical Assistance Program
11. San Diego City Attorney's Office, Child Abuse and Domestic Violence Unit
12. San Diego District Attorney's Office
13. San Diego Family Justice Center Foundation
14. San Diego Fire Department – Chaplain's Program
15. San Diego Police Department – Domestic Violence Unit, Elder Abuse Investigations (pending) and the Volunteer Program
16. San Diego Domestic Violence Council
17. San Diego County Probation Department
18. San Diego Volunteer Lawyer Program
19. Sharp Grossmont Hospital – Forensic Medical Unit
20. Teen Court
21. Travelers Aid
22. UCSD – Paralegal Program
23. UPAC – Union of Pan Asian Communities
24. SDSU Women, Infants and Children Program (WIC)
25. YWCA – Legal Clinic/Shelter Services

While efficiency and collaboration have been important successes by bringing professionals together, the most important results are increases in public safety. The results have been tremendously encouraging. Since the San Diego Family Justice Center opened its doors in October 2002, domestic violence homicides have continued their twenty year decline in the City of San Diego. In 2002, there were nine domestic violence homicides in the City. In 2003, there were seven domestic violence homicides. And in the

last 12 months, there have been five domestic violence homicides in the City. Most notably, no one seeking services at the San Diego Family Justice Center has been a victim of homicide. These tremendous results continue the twenty year decline in domestic violence homicides in the City as the City Attorney's Office and Police Department have pursued a coordinated community response approach in San Diego. In 1985, San Diego experienced 30 domestic violence related homicides. Today, we are steadily moving toward ZERO. We aspire to be the first major City in America with no deaths related to domestic violence.

While the annual City costs related to the Family Justice Center are approximately \$1 million per year, excluding staffing costs, the value of the investment is obvious. Less women, men, and children are dying today as a result of our public safety efforts and the quality of life for those seeking services at the Family Justice Center is improving. Experts estimate that a single murder case in America costs in excess of \$1 million to prosecute to completion. Preventing one homicide through the Center's work makes the business case for the Center's on-going funding levels. But the statistics are pointing toward far greater results in both homicide prevention and service effectiveness. In recently conducted Focus Groups, Family Justice Center clients have praised the work of the Family Justice Center and have credited the Center with dramatically increasing their safety and reducing their fear and pain.

The Mayor and the City Council deserve tremendous credit for the unanimous support you have consistently shown for the Family Justice Center. You have demonstrated the foresight, the courage, and the vision to take San Diego to the next level in its response to family violence. We must also recognize the community partners at the Family Justice Center who have invested themselves in helping hurting families and sharing the City's vision of one day being the first major city in America to achieve zero domestic violence homicides.

STRATEGIC PLANNING PROCESS

Over the last eighteen months, the Police Department, the City Attorney's Office, and many other public and private agencies have been participating in a strategic planning process to lay out the future of San Diego Family Justice Center. One year, three year, and five year Strategic Plans have been developed. The original strategic plan for the Family Justice Center envisioned two phases of development. Phase I, currently in operation, is focused on services for adult victims of domestic violence. Phase II, currently in the planning stages, envisions comprehensive services for victims of domestic violence, sexual assault, child abuse, and elder abuse. Efforts are underway to develop new county-wide protocols which would include the Family Justice Center within the context of San Diego's response to child abuse, sexual assault and elder abuse.

Over the last six months, we have begun a focused planning effort related to the Phase II vision for the Family Justice Center. Deputy Mayor Toni Atkins and Councilmember Jim Madaffer have assisted us in developing a Working Group to begin evaluating the potential re-use of the current downtown library building upon the completion of the new Main library. Councilmember Michael Zucchet has assigned a staff member to this preliminary planning process as well. Representatives from the Police Department, the City Attorney's Office, the Centre City Development Corporation, the Commission on Arts and Culture, and the East Village Association are participating in this Working Group. City Manager Lamont Ewell has chaired the Working Group. A related item on the November 15, 2004 Council docket involves receiving a report from the recently completed Family Justice Center/Arts and Culture Community Design Charrette sponsored by the Working Group on October 9, 2004.

The two phases of development have begun to merge slowly with the recent development of the Children's Program on the 2nd Floor. In addition, the Police Department is currently in the process of transferring its entire Elder Abuse Unit to the Family Justice Center. Though these services were not envisioned until Phase II, it is clearly in the best interests of the Family Justice Center and the clients to continue the march toward integrating services for victims of domestic violence, child abuse, elder abuse, and sexual assault.

PROPOSED FAMILY JUSTICE CENTER DEPARTMENT

Given the tremendous success and growth of the Family Justice Center over the last 24 months, and given the projected needs of the Family Justice Center in the years to come, we have reached a point where a clear governance structure must be implemented. To effectively oversee the City's considerable investment in the Family Justice Center vision, and to ensure its continued benefits to the citizens of San Diego, the City Manager, Police Chief, Fire Chief and City Attorney are proposing to establish a new City Department, separate from the City Attorney's Office and the San Diego Police Department, to support and advance the mission, goals, management, operation and future challenges of the San Diego Family Justice Center. A number of reasons compel us to seek your support for this next step in the development of the Family Justice Center.

First, while the City Attorney's Office and the San Diego Police Department have been committed partners in launching and operating the Family Justice Center, it is the City that is the legal entity behind all actions of the Family Justice Center. The City, for example, funded the original site lease; signed the extended five year lease; signed all contracts for construction, parking, and utilities; applied for and received grants; and signed partnership agreements with over 20 community partner agencies to provide victim services on site. Consequently, it is efficient and practical to place the authority

for these City obligations under a City Department with a Director who is directly accountable to the Manager, Mayor, and City Council.

Second, a City department is necessary to protect the City's investment and maintain the current level of victim services. The formal governance structure of a City department will honor and protect the Mayor and Council's long-term commitment to the Center and its partners. The department, under the Manager's supervision, will administer existing and pending grants and Memorandums of Understanding (MOU), ensure that essential services continue to be provided to victims of family violence, and support the ongoing strategic planning processes of the Center. On an annual basis, the Manager will identify the financial issues for the Family Justice Center and the Council can properly consider those issues in light of all other City financial challenges.

Third, department status will accommodate further development of the Family Justice Center irrespective of the individual priorities of a future Police Chief, Fire Chief, City Attorney, or City Manager. The Mayor and Council will retain the sole authority on an annual basis regarding the operation of the Family Justice Center. The current organization of the Family Justice Center is not conducive to the potential challenges. Daily operations of the Center are increasingly complex as the number of clients seeking services and the number of community partners providing these services continues to grow. With the Family Justice Center's success, and its pivotal role in leading the national movement, we anticipate significant increases in community outreach, site visits, expert consultation, professional and volunteer training, and related responsibilities.

Fourth, a dedicated Family Justice Center Department will be able to focus on the current needs of the department, as well as its future needs. The department will participate in the Manager's five year budgeting processes in planning for future needs. The strategic planning processes made possible by the current City Attorney's leadership must continue in order to keep the Family Justice Center moving forward. The Mayor and Council's leadership will be central to this process with the codification of the Family Justice Center. The department will also be able to explore potential public/private partnerships in providing expertise, training, and consulting services to other communities across the country.

Most significantly, the creation of a Family Justice Center Department will not require any new positions in the City. Indeed, we recognize the severe financial challenges currently facing the City. The new department requires no new positions. Rather, positions currently allocated to the Center, along with a corresponding budget allocation, can simply be transferred to department budget through the Manager's budgeting process. These positions are currently funded through the City Attorney's Office but support the entire work of the Family Justice Center and vision unanimously adopted by this Mayor and Council. At a minimum, the core staffing requirements will include a Director, a Grants Analyst, a Director of Client Services, an Operations Manager, and an

Administrative Assistant/Legal Secretary. The last two years have proven that each of these positions is critical to the administration of the Center. These positions are currently staffed with personnel from the City Attorney's Office and the San Diego Police Department. The Real Estate Assets Department has also expended considerable time on matters related to the Family Justice Center that could be absorbed by the staff of the new department. This resource transfer is comparable to the Ethics Commission Department created using City Attorney personnel and corresponding budget allocations. A Family Justice Center department would consolidate positions from different City departments, allowing the staff to focus exclusively on the needs of the Family Justice Center.

Under the ordinance, the Police Chief will maintain authority over all personnel assigned to the Family Justice Center and will maintain command prerogative related to moving or reassigning personnel based on public safety needs in the City. The City Attorney will maintain authority over all unclassified personnel, including Deputy City Attorneys under the authority of the City Attorney. Other City Attorney's Office classified personnel including victim advocates, and support staff currently assigned to the Family Justice Center could be transferred to the Family Justice Center department in a process to be identified by the City Manager and in consultation with the City Attorney. This would ensure the provision of ongoing and essential client services at the Family Justice Center. These issues can be addressed by the Manager during the implementation process for the new department.

The ordinance also anticipates an Executive Committee to advise the Manager and assist in the governance process. The members will include the City Attorney, the Police Chief, the Chair of the Public Safety and Neighborhood Services Committee, the District Attorney, and the Director of the Family Justice Center Department. The Executive Committee will provide hands-on oversight and input related to the day to day operations of the Family Justice Center. The Committee will also assist in coordinating the work of the Family Justice Center with the regionalization process moving forward countywide.

The San Diego Family Justice Center, through the leadership of the City Attorney and the Police Chief, has obtained local, national, and international acclaim. The Center has developed its own name recognition and its own identity. The work of the Center is now bigger than any individual and must be structured to acknowledge this reality. The entire national funding approach is changing with the development of the Family Justice Center model. The entire vision is now transforming funding practices of local agencies at the national level. For example, new federal domestic violence grants are mandating that agencies receiving funds partner with their local Family Justice Center in order to receive federal grant monies. Two such recent grants received in San Diego County by the Department of Health and Human Services and the Southern Indian Health Council contained the new federal grant requirements. The City's governance structure must therefore adapt to respond to this changing reality as well.

The San Diego Family Justice Center has generated significant revenue in the form of grant dollars, community partnerships, volunteer services, and corporate support. It has played a central role in spawning a national movement. A host of public and private agencies are continually seeking to develop partnership relationships with the Center. National organizations are now holding trainings at the Center. Community members are volunteering to be part of the Center's Volunteer Program. Private philanthropists are approaching the Center's Foundation in order to support the work of the Center and its camping initiative, Camp Hope. In order to keep the effort moving forward, it is clearly time to make the San Diego Family Justice Center a distinct legal reality with a formal governance structure that recognizes the leadership and authority of the Mayor and Council over this powerful initiative. While some other legal structure may emerge in the years to come, creation of a city department is clearly the best approach at the present time.

Currently, federally funded sites under the Justice Department's Family Justice Center Initiative are identifying the governance issues as the foundation for all other decision-making. In San Diego, we have not had to address this issue before today due to the unique collaboration between partners based on the City Attorney's personal leadership over the process. Now, it is time to institutionalize a governance structure and acknowledge the size and scope of this exciting initiative. Bi-partisan support in Congress promises to assist as the national Family Justice Center movement progresses. San Diego must continue to lead the way for the rest of the nation and the governance structure of the Family Justice Center is central to that leadership.

The City Manager, Police Chief, Fire Chief and the City Attorney recommend that the following steps be taken:

1. Introduce and adopt the proposed ordinance to create the Family Justice Center Department;
2. Direct the Manager to identify all staff positions to be assigned to the Family Justice Center Department from the City Attorney's Office and Police Department and all current City costs associated with the Family Justice Center operation and report back within 60 days;
3. Direct the Manager to work with the City Attorney, Police Chief, the Municipal Employees Association, and other City department heads to coordinate all necessary transitional processes for creation of the Family Justice Center Department;
4. Direct the Manager to work with the Police Chief, Fire Chief, Public Safety and Neighborhood Services Committee Chair, City Attorney, and District Attorney to establish the Executive Committee to assist the Manager in overseeing the Family Justice Center Department;
5. Direct the Manager to include the Family Justice Center Department in the FY2006 Manager's Proposed Budget; and

THE HONORABLE
MAYOR AND CITY COUNCIL
November 15, 2004
Page 10

6. Direct the Manager to work with the City Attorney and Police Chief to appoint an Acting Director for the Family Justice Center Department and initiate a selection process for a permanent Director after the formal adoption of the ordinance.

Thank you in advance for your on-going support for the San Diego Family Justice Center. The Family Justice Center promises to profoundly impact the lives of thousands of hurting families in the years to come. The city, the county, the state, and the nation will benefit from your leadership and support for this vision. You each are playing a critical role in helping us stop the violence and abuse that can damage and destroy the lives of women, men, and children in our City.

Respectfully submitted,

LAMONT EWELL
City Manager

JEFF BOWMAN
Fire Chief

CASEY GWINN
City Attorney

WILLIAM LANSDOWNE
Chief of Police

CG:je
RC-2004-9

Exhibit 39

LESLIE E. DEVANEY
 ANITA M. NOONE
 LESLIE J. GIRARD
 SUSAN M. HEATH
 EL B. STRACK
 ASSISTANT CITY ATTORNEYS

THE CITY ATTORNEY

CITY OF SAN DIEGO

Casey Gwinn

CITY ATTORNEY

CIVIL DIVISION

1200 THIRD AVENUE, SUITE 1620
 SAN DIEGO, CALIFORNIA 92101-4178
 TELEPHONE (619) 236-6220
 FAX (619) 236-7215

November 2, 2004

REPORT TO THE HONORABLE
 MAYOR AND CITY COUNCIL

SAN DIEGO FAMILY JUSTICE CENTER DEPARTMENT PROPOSAL
 CITY COUNCIL DOCKET OF NOVEMBER 15, 2004

INTRODUCTION

The San Diego Family Justice Center opened on October 10, 2002, with unanimous support from the Mayor, City Council, City Attorney, City Manager, Police Chief, Fire Chief, and more than forty community organizations. Supporters included the County's entire Congressional delegation and State legislative delegation. The Family Justice Center (including its camping initiative, Camp Hope) has become the most significant and comprehensive public safety initiative addressing domestic violence in the history of San Diego. Law enforcement, prosecution, intervention, and prevention services are now available under one roof to address all aspects of family violence incidents.

Since its inception, however, the San Diego Family Justice Center has not had a formal governance structure. It has been managed and supervised by the City Attorney, the Police Chief, and the Real Estate Assets Department. Using a public/private partnership model, the Center has also built relationships and alliances with a host of non-profit public and private agencies. These relationships are largely informal and are based on partnership agreements and Memorandums of Understanding. With the rapidly expanding scope and stature of the Family Justice Center on a local, state, national, and international level, we are proposing to codify the San Diego Family Justice Center into the City's Municipal Code in order to develop a collaborative governance structure and bring all funding aspects of the Center under the authority of the City Manager. We are also proposing the creation of a Steering Committee that will assist the City Manager in the operation of the Family Justice Center.

OVERVIEW

The San Diego Family Justice Center has become a model for the nation with the creation of the President's Family Justice Center Initiative in the fall of 2003. In July 2004, the United States Department of Justice completed a competitive selection process and chose fifteen communities to serve as sites for Family Justice Centers with San Diego serving as the demonstration site. More than 170 communities in the nation competed to be one of the first fifteen communities in America to develop Family Justice Centers with federal funding. In August 2004, the San Diego Family Justice Center Foundation hosted the kick off Conference

*R. W. Wilby / @ San.
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for the President's Family Justice Center Initiative and showcased the San Diego Family Justice Center. In addition, San Diego has been contacted by numerous jurisdictions throughout the United States who are moving forward with Family Justice Centers without federal funding. San Diego has, without question, become the national initiative for the growing national movement.

On a local level, there has been a grassroots push for regional Family Justice Centers to assist victims of domestic violence and their children. In response to the demand, the County of San Diego has begun a regional planning process designed to create specialized Centers around the County within the next five years. The vision is for a network of specialized Centers with the City's downtown Center playing a central role in working collaboratively with each of the smaller Family Justice Centers in the county.

Since being featured on the Oprah Winfrey Show in January 2003, and receiving national and international media attention, the San Diego Family Justice Center has hosted site visitors from forty-seven states and twenty-nine countries. We are currently developing sister city relationships with: the Canadian cities of Edmonton, Calgary, and Toronto; the Gold Coast of Australia; and the cities of Croydon and Lancashire in Great Britain. Each of our sister cities has planning processes underway to develop Family Justice Centers modeled after the San Diego Family Justice Center.

Camp Hope, as well, has garnered attention from across the country as the first dedicated camping facility of its kind in America for victims of child abuse and family violence. The planning for permanent buildings at Camp Hope is currently in the project design phase and initial environmental review has begun at Lake Sutherland, a City-owned reservoir, the site for the main Camp Hope facility. The City's Water Department, under the leadership of Larry Gardner and Frank Belock, is playing a crucial role in working cooperatively with the Family Justice Center to help make Camp Hope a reality. In the first two years, more than 200 children have been able to experience Camp Hope. Children participating in Camp Hope have come from the Family Justice Center, domestic violence shelters, child abuse treatment facilities, and transitional housing facilities for domestic violence victims and their children. With a generous grant from the Waitt Family Foundation, Camp Hope children will also be receiving long-term support and mentoring. Funds for the operation of Camp Hope for the last two summers have been raised by the San Diego Family Justice Center Foundation through private donations from individuals and corporations.

The San Diego Family Justice Center has benefited greatly from the support of the San Diego Family Justice Center Foundation. The Foundation, a private non-profit 501(c)(3) corporation, was created to fund the day-to-day operation of Camp Hope, the long-term capital needs of Camp Hope, to support the Family Justice Center operations, and to ultimately assist with the long-term capital needs of the Family Justice Center. The Foundation is led by Executive Director Sharon Smith and a diverse Board of community leaders. The Foundation has become a critical community partner in the Family Justice Center and currently maintains office space on the 7th Floor of the Center at 707 Broadway. The Foundation has raised more than

\$4 million for the operation and development of Camp Hope in the last fifteen months. It has also raised significant funds for and public awareness about the Family Justice Center.

The San Diego Family Justice Center also has been enriched by the Volunteer Program launched in January 2003, by the San Diego Police Department. The Volunteer Program supports every aspect of the Center's operation. More than sixty volunteers, including Chaplain Assistants, provide daily help to the professional staff of the Center. They are a dynamic group of committed and caring individuals who have collectively donated 13,502 hours. Using the 2002 national average hourly wage of \$16.54, the City of San Diego has received \$223,323.08 worth of volunteer services. As the Family Justice Center expands and the demands for its services grow, more volunteers will be recruited. Volunteers are crucial to sustaining the operations of the Family Justice Center and Camp Hope in the years to come.

Most recently, the Mayor and City Council unanimously authorized a five-year lease for an additional 12,000 square feet of space for the Family Justice Center at 707 Broadway. The new second floor has allowed for the addition of much needed services for victims and their children. The new services include a program for disabled domestic violence victims, a night legal clinic, and a Children's Program. The new Children's Program is a partnership between the San Diego Family Justice Center and the Chadwick Center at Children's Hospital. In just two months of operation, positive results are already evident. Jackie Dietz, the Director of the Chadwick Center's Family Advocacy Project, reports that what previously took a week or more, now takes one afternoon. Clients can meet with attorneys, obtain valid protective orders, receive medical attention, and benefit from crisis counseling. Children coming into the Family Justice Center can now receive comprehensive advocacy services through trained child trauma counselors.

In the last twenty-four months since its inception, the San Diego Family Justice Center has served 9,749 victims of family violence and their children. Volunteers and staff have received 52,678 phone calls on the Center's toll free information line (866-933-HOPE). The Center has hosted 8,477 site visitors from around the world. The San Diego Police Department has handled 19,830 domestic violence incident reports. The City Attorney's Domestic Violence Unit has handled more than 8,000 cases. Presently, more than 120 family violence professionals, including the entire Police Department's Domestic Violence Unit, the entire City Attorney's Domestic Violence Unit, and more than twenty-three non-profit agencies work together every day to provide services to clients from across the City.

Listed below are the agencies that are currently housed at the Family Justice Center or are in the process of moving into the Center. These organizations support the operation, goals, and objectives of the Family Justice Center and collectively enhance the service delivery effort for victims of family violence within the City of San Diego:

1. Adams and Adams Consulting (Strategic Planning)
2. Adult Protective Services
3. Cal Western Law School - Legal Internship Program
4. Camp Hope

5. Center for Community Solutions (Restraining Order Clinic/Shelter Services)
6. Child Protective Services
7. Children's Hospital – Chadwick Center
8. Home Start
9. Department of Defense Military Liaison (Navy and Marine Corp)
10. President's Family Justice Center Initiative, Technical Assistance Program
11. San Diego City Attorney's Office, Child Abuse and Domestic Violence Unit
12. San Diego District Attorney's Office
13. San Diego Family Justice Center Foundation
14. San Diego Fire Department – Chaplain's Program
15. San Diego Police Department – Domestic Violence Unit, Elder Abuse Investigations (pending), and the Volunteer Program
16. San Diego Domestic Violence Council
17. San Diego County Probation Department
18. San Diego Volunteer Lawyer Program
19. Sharp Grossmont Hospital – Forensic Medical Unit
20. Teen Court
21. Travelers Aid
22. UCSD – Paralegal Program
23. UPAC – Union of Pan Asian Communities
24. SDSU Women, Infants and Children Program (WIC)
25. YWCA – Legal Clinic/Shelter Services

While efficiency and collaboration have been important successes by bringing professionals together, the most important results are increases in public safety. The results have been tremendously encouraging. Since the San Diego Family Justice Center opened its doors in October 2002, domestic violence homicides have continued their twenty year decline in the City of San Diego. In 2002, there were nine domestic violence homicides in the City. In 2003, there were seven domestic violence homicides. And in the last twelve months, there have been five domestic violence homicides in the City. Most notably, no one seeking services at the San Diego Family Justice Center has been a victim of homicide. These tremendous results continue the twenty year decline in domestic violence homicides in the City as the City Attorney's Office and Police Department have pursued a coordinated community response approach in San Diego. In 1985, San Diego experienced thirty domestic violence related homicides. Today, we are steadily moving toward ZERO. We aspire to be the first major City in America with no deaths related to domestic violence.

While the annual City costs related to the Family Justice Center are approximately \$1 million per year, excluding staffing costs, the value of the investment is obvious. Fewer women, men, and children are dying today as a result of our public safety efforts and the quality of life for those seeking services at the Family Justice Center is improving. Experts estimate that a single murder case in America costs in excess of \$1 million to prosecute to completion. Preventing one homicide through the Center's work makes the business case for the Center's ongoing funding levels. But the statistics are pointing toward far greater results in both homicide prevention and service effectiveness. In recently conducted Focus Groups, Family Justice Center

clients have praised the work of the Family Justice Center and have credited the Center with dramatically increasing their safety and reducing their fear and pain.

The Mayor and the City Council deserve tremendous credit for the unanimous support you have consistently shown for the Family Justice Center. You have demonstrated the foresight, the courage, and the vision to take San Diego to the next level in its response to family violence. We must also recognize the community partners at the Family Justice Center who have invested themselves in helping hurting families and sharing the City's vision of one day being the first major city in America to achieve zero domestic violence homicides.

Strategic Planning Process

Over the last eighteen months, the Police Department, the City Attorney's Office, and many other public and private agencies have been participating in a strategic planning process to lay out the future of the San Diego Family Justice Center. One year, three year, and five year Strategic Plans have been developed. The original strategic plan for the Family Justice Center envisioned two phases of development. Phase I, currently in operation, is focused on services for adult victims of domestic violence. Phase II, currently in the planning stages, envisions comprehensive services for victims of domestic violence, sexual assault, child abuse, and elder abuse. Efforts are underway to develop new county-wide protocols which would include the Family Justice Center within the context of San Diego's response to child abuse, sexual assault, and elder abuse.

Over the last six months, we have begun a focused planning effort related to the Phase II vision for the Family Justice Center. Deputy Mayor Toni Atkins and Councilmember Jim Madaffer have assisted us in developing a Working Group to begin evaluating the potential re-use of the current downtown library building upon the completion of the new Main library. Councilmember Michael Zucchet has assigned a staff member to this preliminary planning process as well. Representatives from the Police Department, the City Attorney's Office, the Centre City Development Corporation, the Commission on Arts and Culture, and the East Village Association are participating in this Working Group. City Manager Lamont Ewell has chaired the Working Group. A related item on the November 15, 2004, Council docket involves receiving a report from the recently completed Family Justice/Arts and Culture Center Community Design Charrette sponsored by the Working Group on October 9, 2004.

The two phases of development have begun to merge slowly with the recent development of the Children's Program on the 2nd Floor. In addition, the Police Department is currently in the process of transferring its entire Elder Abuse Unit to the Family Justice Center. Though these services were not envisioned until Phase II, it is clearly in the best interests of the Family Justice Center and the clients to continue the march toward integrating services for victims of domestic violence, child abuse, elder abuse, and sexual assault.

Proposed Family Justice Center Department

Given the tremendous success and growth of the Family Justice Center over the last twenty-four months, and given the projected needs of the Family Justice Center in the years to come, we have reached a point where a clear governance structure must be implemented. To effectively oversee the City's considerable investment in the Family Justice Center vision and to ensure its continued benefits to the citizens of San Diego, the City Manager, Police Chief, Fire Chief, and City Attorney are proposing to establish a new City Department, separate from the City Attorney's Office and the San Diego Police Department, to support and advance the mission, goals, management, operation, and future challenges of the San Diego Family Justice Center. A number of reasons compel us to seek your support for this next step in the development of the Family Justice Center.

First, while the City Attorney's Office and the San Diego Police Department have been committed partners in launching and operating the Family Justice Center, it is the City that is the legal entity behind all actions of the Family Justice Center. The City, for example, funded the original site lease; signed the extended five year lease; signed all contracts for construction, parking, and utilities; applied for and received grants; and signed partnership agreements with more than twenty community partner agencies to provide victim services on site. Consequently, it is efficient and practical to place the authority for these City obligations under a City Department with a Director who is directly accountable to the Manager, Mayor, and City Council.

Second, a City department is necessary to protect the City's investment and maintain the current level of victim services. The formal governance structure of a City department will honor and protect the Mayor and Council's long-term commitment to the Center and its partners. The department, under the Manager's supervision, will administer existing and pending grants and Memorandums of Understanding (MOU), ensure that essential services continue to be provided to victims of family violence, and support the ongoing strategic planning processes of the Center. On an annual basis, the Manager will identify the financial issues for the Family Justice Center and the Council can properly consider those issues in light of all other City financial challenges.

Third, department status will accommodate further development of the Family Justice Center irrespective of the individual priorities of a future Police Chief, Fire Chief, City Attorney, or City Manager. The Mayor and Council will retain the sole budgetary authority on an annual basis regarding the operation of the Family Justice Center. The current organization of the Family Justice Center is not conducive to the potential challenges. Daily operations of the Center are increasingly complex as the number of clients seeking services and the number of community partners providing these services continues to grow. With the Family Justice Center's success, and its pivotal role in leading the national movement, we anticipate significant increases in community outreach, site visits, expert consultation, professional and volunteer training, and related responsibilities.

Fourth, a dedicated Family Justice Center Department will be able to focus on the current needs of the department, as well as its future needs. The department will participate in the

Manager's five year budgeting processes in planning for future needs. The strategic planning processes made possible by the current City Attorney's leadership must continue in order to keep the Family Justice Center moving forward. The Mayor and Council's leadership will be central to this process with the codification of the Family Justice Center. The department will also be able to explore potential public/private partnerships in providing expertise, training, and consulting services to other communities across the country.

Most significantly, the creation of a Family Justice Center Department will not require any new positions in the City. Indeed, we recognize the severe financial challenges currently facing the City. The new department requires no new positions. Rather, positions currently allocated to the Center, along with a corresponding budget allocation, can simply be transferred to the department's budget through the Manager's budgeting process. These positions are currently funded through the City Attorney's Office but support the entire work of the Family Justice Center and vision unanimously adopted by this Mayor and Council. At a minimum, the core staffing requirements will include a Director, a Grants Analyst, a Director of Client Services, an Operations Manager, and an Administrative Assistant/Legal Secretary. The last two years have proven that each of these positions is critical to the administration of the Center. These positions are currently staffed with personnel from the City Attorney's Office and the San Diego Police Department. The Real Estate Assets Department has also expended considerable time on matters related to the Family Justice Center that could be absorbed by the staff of the new department. This resource transfer is comparable to the Ethics Commission Department created using City Attorney personnel and corresponding budget allocations. A Family Justice Center Department would consolidate positions from different City departments, allowing the staff to focus exclusively on the needs of the Family Justice Center.

Under the ordinance, the Police Chief will maintain authority over all Police Department personnel assigned to the Family Justice Center and will maintain command prerogative related to moving or reassigning personnel based on public safety needs in the City. The City Attorney will maintain authority over all unclassified personnel, including Deputy City Attorneys under the authority of the City Attorney. Other City Attorney's Office classified personnel including victim advocates, and support staff currently assigned to the Family Justice Center could be transferred to the Family Justice Center Department in a process to be identified by the City Manager and in consultation with the City Attorney. This would ensure the provision of ongoing and essential client services at the Family Justice Center. These issues can be addressed by the Manager during the implementation process for the new department.

The ordinance also anticipates a Steering Committee to advise the Manager and assist in the governance process. The members will include the City Attorney, the Police Chief, the Chair of the Public Safety and Neighborhood Services Committee, the District Attorney, and the Director of the Family Justice Center Department. The Steering Committee will provide hands-on oversight and input related to the day-to-day operations of the Family Justice Center. The Committee will also assist in coordinating the work of the Family Justice Center with the regionalization process moving forward countywide.

The San Diego Family Justice Center, through the leadership of the City Attorney and the Police Chief, has obtained local, national, and international acclaim. The Center has developed its own name recognition and its own identity. The work of the Center is now bigger than any individual and must be structured to acknowledge this reality. The entire national funding approach is changing with the development of the Family Justice Center model. The entire vision is now transforming funding practices of local agencies at the national level. For example, new federal domestic violence grants are mandating that agencies receiving funds partner with their local Family Justice Center in order to receive federal grant monies. Two such recent grants received in San Diego County by the Department of Health and Human Services and the Southern Indian Health Council contained the new federal grant requirements. The City's governance structure must therefore adapt to respond to this changing reality as well.

The San Diego Family Justice Center has generated significant revenue in the form of grant dollars, community partnerships, volunteer services, and corporate support. It has played a central role in spawning a national movement. A host of public and private agencies are continually seeking to develop partnership relationships with the Center. National organizations are now holding trainings at the Center. Community members are volunteering to be part of the Center's Volunteer Program. Private philanthropists are approaching the Center's Foundation in order to support the work of the Center and its camping initiative, Camp Hope. In order to keep the effort moving forward, it is clearly time to make the San Diego Family Justice Center a distinct legal reality with a formal governance structure that recognizes the leadership and authority of the Mayor and Council over this powerful initiative. While some other legal structure may emerge in the years to come, creation of a city department is clearly the best approach at the present time.

Currently, federally funded sites under the Justice Department's Family Justice Center Initiative are identifying the governance issues as the foundation for all other decision-making. In San Diego, we have not had to address this issue before today due to the unique collaboration between partners based on the City Attorney's personal leadership over the process. Now, it is time to institutionalize a governance structure and acknowledge the size and scope of this exciting initiative. Bi-partisan support in Congress promises to assist as the national Family Justice Center movement progresses. San Diego must continue to lead the way for the rest of the nation and the governance structure of the Family Justice Center is central to that leadership.

The City Manager, Police Chief, Fire Chief, and the City Attorney recommend that the following steps be taken:

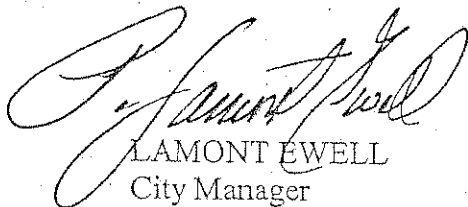
1. Introduce and adopt the proposed ordinance to create the Family Justice Center Department;
2. Direct the Manager to identify all staff positions to be assigned to the Family Justice Center Department from the City Attorney's Office and Police Department, and all current City costs associated with the Family Justice Center operation and report back within sixty days;

3. Direct the Manager to work with the City Attorney, Police Chief, the Municipal Employees Association, and other City department heads to coordinate all necessary transitional processes for creation of the Family Justice Center Department;
4. Direct the Manager to work with the Police Chief, Fire Chief, Public Safety and Neighborhood Services Committee Chair, City Attorney, and District Attorney to establish the Steering Committee to assist the Manager in overseeing the Family Justice Center Department;
5. Direct the Manager to include the Family Justice Center Department in the FY2006 Manager's Proposed Budget; and
6. Direct the Manager to work with the City Attorney and Police Chief to appoint an Acting Director for the Family Justice Center Department and initiate a selection process for a permanent Director after the formal adoption of this ordinance.

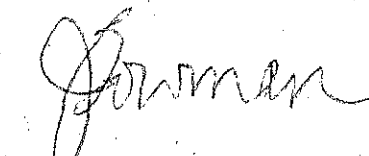
CONCLUSION

Thank you in advance for your on-going support for the San Diego Family Justice Center. The Family Justice Center promises to profoundly impact the lives of thousands of hurting families in the years to come. The city, the county, the state, and the nation will benefit from your leadership and support for this vision. You each are playing a critical role in helping us stop the violence and abuse that can damage and destroy the lives of women, men, and children in our City.


Respectfully submitted,



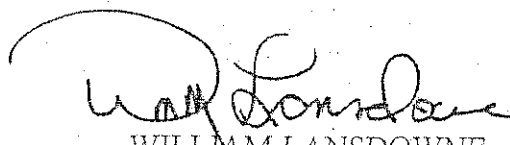
LAMONT EWELL
City Manager



JEFF BOWMAN
Fire Chief



CASEY GWINN
City Attorney



WILLIAM LANSDOWNE
Chief of Police

ORDINANCE NUMBER O-_____ (NEW SERIES)

ADOPTED ON _____

AN ORDINANCE AMENDING CHAPTER 2, ARTICLE 2,
DIVISION 18 OF THE SAN DIEGO MUNICIPAL CODE BY
AMENDING SECTION 22.1801(b) AND AMENDING
CHAPTER 2, ARTICLE 2 OF THE SAN DIEGO MUNICIPAL
CODE BY ADDING DIVISION 22 AND SECTIONS 22.2201,
22.2202 AND 22.2203, ALL RELATING TO THE CREATION
OF THE FAMILY JUSTICE CENTER DEPARTMENT

WHEREAS, on October 10, 2002, the City Attorney's Office and the Police Department,
along with over 24 public and private agencies, opened the San Diego Family Justice Center at
707 Broadway in downtown San Diego; and

WHEREAS, the San Diego Family Justice Center is the most comprehensive facility of
its kind in America, providing "one stop shop" services to victims of domestic violence and their
children; and

WHEREAS, each day over 120 child abuse and domestic violence professionals and
volunteers provide services to victims of family violence and sexual assault at the Family Justice
Center; and

WHEREAS, each month the San Diego Family Justice Center provides services to 600-
800 women, men, and children; and

WHEREAS, as part of the healing and therapeutic services offered by the San Diego
Family Justice Center, the Center has developed a camp for victims of domestic violence and
their children; and

WHEREAS, Camp Hope is the first camp of its kind in the country to focus on victims of child abuse, victims of domestic violence, and at-risk children; and

WHEREAS, the San Diego Family Justice Center (including its camping initiative, Camp Hope) has quickly become a national model; and

WHEREAS, in October 2003, President Bush announced the President's Family Justice Center Initiative to create Family Justice Centers across America modeled after the San Diego Family Justice Center and its related programs; and

WHEREAS, over the next two years, the United States Department of Justice, with strong bi-partisan support from Congress, will fund fifteen sites with approximately \$20 million already authorized for the national initiative; and

WHEREAS, in June 2004, the Office on Violence Against Women in the Department of Justice awarded the San Diego Family Justice Center Foundation a grant of \$1.6 million to provide training and technical assistance to the fifteen federally funded Family Justice Center sites over the next two years; and

WHEREAS, the City Attorney and Police Chief have been working in partnership with District Attorney Bonnie Dumanis, Supervisor Pam Slater, and Sheriff Bill Kolender to develop a strategic plan to facilitate creation of Family Justice Centers throughout the County in furtherance of a Regional Family Justice System for San Diego County that coordinates services for victims of domestic violence, child abuse, elder abuse, and sexual assault; and

WHEREAS, because the organization and operation of the San Diego Family Justice Center is independent and unique from all other functions of the City Attorney's Office and in order to carry on with the considerable investment made by the City and assure continued benefits to the citizens of San Diego realized from the Family Justice Center, the Chief of Police,

the City Manager, the Fire Chief, and the City Attorney are jointly proposing to establish a new City department to continue with the management, operations, and future development of the San Diego Family Justice Center; NOW, THEREFORE,

BE IT ORDAINED, by the Council of the City of San Diego, as follows:

Section 1. That Chapter 2, Article 2, Division 18, Section 22.1801(b) is hereby amended to read as follows:

§ 22.1801 City Departments

(a) [No change in text.]

(b) The following are the departments of the City of San Diego within the meaning of the Charter and ordinances of said City:

Auditor and Comptroller

Citizens Assistance and Information

City Attorney

City Clerk

City Council — District 1

City Council — District 2

City Council — District 3

City Council — District 4

City Council — District 5

City Council — District 6

City Council — District 7

City Council — District 8

City Manager

City Retirement
City Treasurer
Development Services Department
Engineering Department
Executive Services Department
Family Justice Center Department
Financial Management
Fire
General Services
Intergovernmental Relations
Library
Mayor
Neighborhood Code Compliance
Park and Recreation
Personnel
Planning
Police
Purchasing
Real Estate Assets
Risk Management
Waste Management
Water Utilities

(c) [No change in text.]

Section 2. That Chapter 2, Article 2, of the San Diego Municipal Code is amended by adding a new Division, and new Sections 22.2201, 22.2202, and 22.2203, to read as follows:

Division 22: Family Justice Center Department

§ 22.2201 Family Justice Center Department

The Family Justice Center Department is a City department. The department is a collection of public agency and social service agency organizations collaboratively brought together under the executive management of the City to fulfill a community need for "one stop shop" services to victims of domestic violence and their children.

§ 22.2202 Director of Family Justice Center Department

The Director is the administrative head of the department and shall be selected by the City Manager. The Director shall be the appointing authority of all City personnel authorized in the department through the normal annual budget and appropriation process of the City, with the exception of: any Deputy City Attorneys who shall be appointed and serve at the pleasure of the City Attorney, and any employees classified by the City to serve under the appointment, direction, and supervision of the Chief of Police.

§ 22.2203 Family Justice Center Steering Committee

The Family Justice Center Steering Committee shall consist of the Director of the Family Justice Center, the City Attorney, the San Diego County District Attorney, the Chief of Police for the City of San Diego, and the current Chair of the Public Safety and Neighborhood Services Committee of the City Council. The Family Justice Center Steering Committee members or their designees shall meet

periodically, but no less than once a quarter, to develop and oversee the operational guidelines for the Family Justice Center, and to make recommendations to the City Manager and the City Council for development of a Long Range Strategic Plan for development of the Family Justice Center, and to make recommendations pertaining to programs, priorities, and the annual budget for the Family Justice Center.

Section 3. The City Manager is directed to take those steps required to expeditiously establish the Family Justice Center Department as a managerial department, including but not limited to, the following:

1. Identify all staff positions to be assigned to the Family Justice Center Department from the City Attorney's Office and Police Department, and all current City costs associated with the Family Justice Center operation and report back within sixty days;
2. work with the City Attorney, Police Chief, the Municipal Employees Association, and other City department heads to coordinate all necessary transitional processes for creation of the Family Justice Center Department;
3. work with the Police Chief, Fire Chief, Public Safety and Neighborhood Services Committee Chair, City Attorney, and District Attorney to establish the Steering Committee to assist the Manager in overseeing the Family Justice Center Department;
4. include the Family Justice Center Department in the FY2006 Manager's Proposed Budget; and

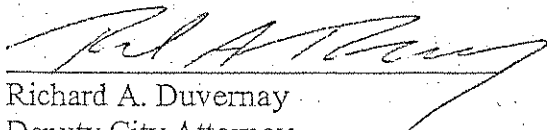
5. work with the City Attorney and Police Chief to appoint an Acting Director for the Family Justice Center Department and initiate a selection process for a permanent Director after the formal adoption of this ordinance.

Section 4. That a full reading of this ordinance is dispensed with prior to its final passage, a written or printed copy having been available to the City Council and the public a day prior to its final passage.

Section 5. That this ordinance shall take effect and be in force on the thirtieth day from and after its passage.

APPROVED: CASEY GWINN, City Attorney

By


Richard A. Duvernay
Deputy City Attorney

RAD:SHS:jab
11/02/2004
Or.Dept:Atty., Police, Fire, Mgr.
O-2005-61